

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

COLLEGE OF HUMANITIES AND SOCIAL SCIENCE

SCHOOL OF BUSINESS

DEPARTMENT OF MARKETING AND CORPORATE STRATEGY

GREEN MARKETING PRACTICES OF PRIVATE VERSUS GOVERNMENT

HOSPITALS IN GHANA

BY

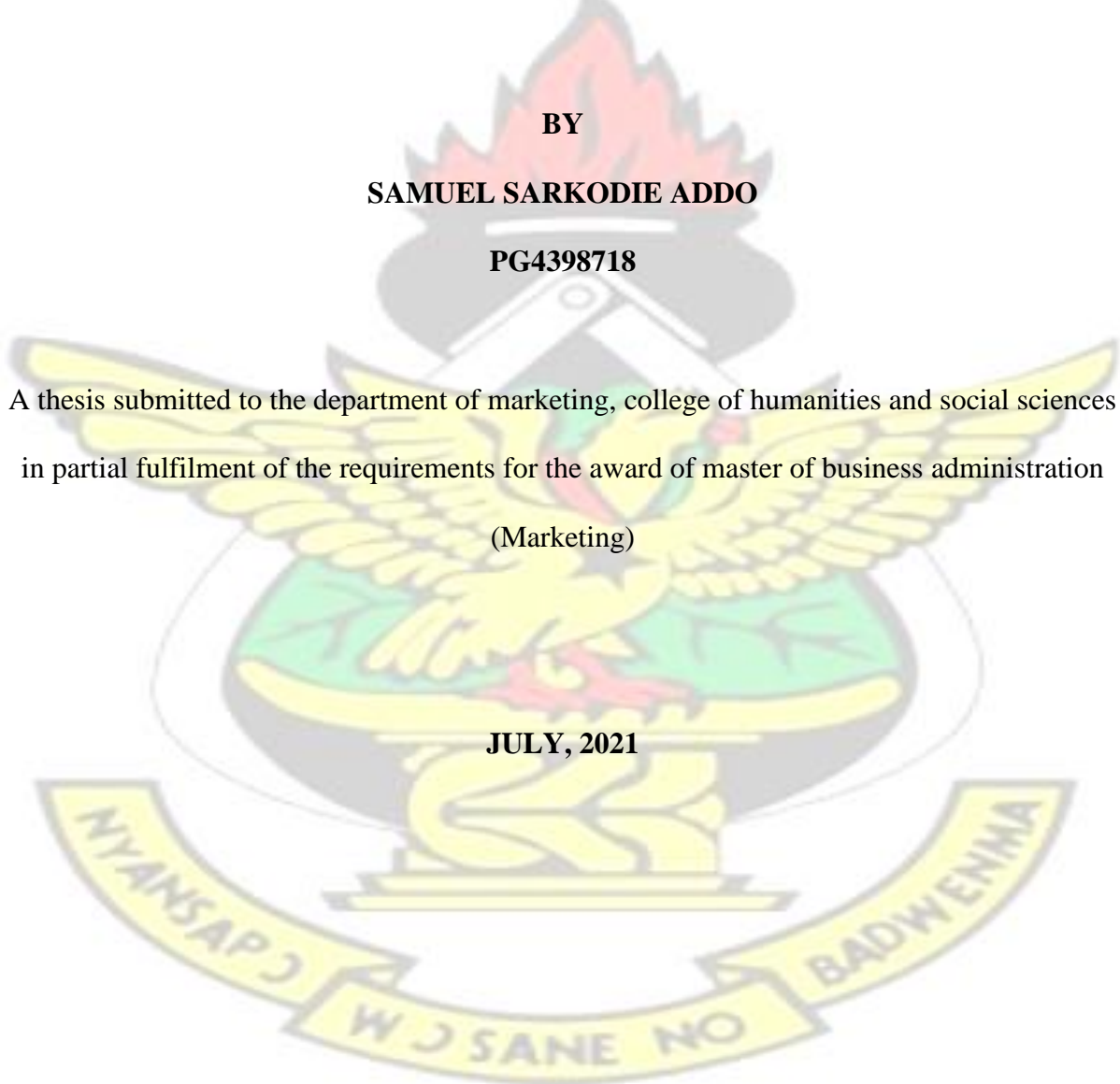
SAMUEL SARKODIE ADDO

PG4398718

A thesis submitted to the department of marketing, college of humanities and social sciences
in partial fulfilment of the requirements for the award of master of business administration

(Marketing)

JULY, 2021



DECLARATION

I hereby declare that the submission of this compilation is the true findings of my own researched work presented towards an award of a Master of Business Administration (Marketing) and that, to the best of my knowledge, I contains no material previously published by another person nor submitted to any other university or institution for the award of degree except where due acknowledgement has been mad in text. However, references from the work of others have been clearly stated.

Samuel Sarkodie Addo
(PG4400618) Signature Date

Certified by:
Prof. Bylon Abeeku Bamfo
(Supervisor) Signature Date

Prof. Ahmed Agyapong
(Head of Department) Signature Date

DEDICATION

This project work is dedicated firstly to Almighty God and to my family. I dedicate it also to my siblings and loved ones who supported me in this journey.

KNUST

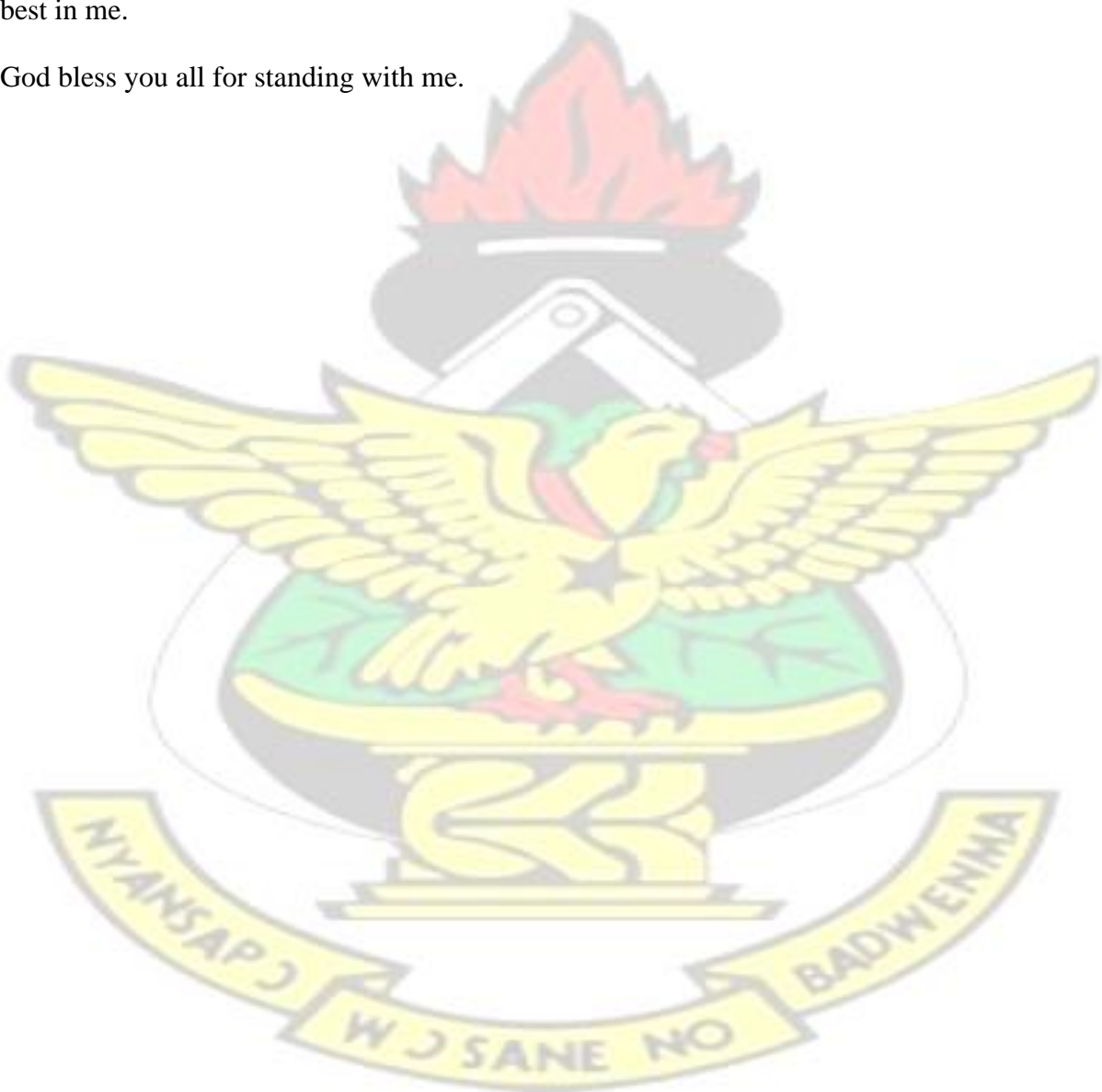


ACKNOWLEDGEMENT

I would like to acknowledge the Almighty God for the wisdom and strength given to me to conduct this study successfully.

I would also like to acknowledge my supervisor, Prof. Bylon Abeeku Bamfo from the Department of Marketing and Corporate Strategy KNUST for his guidance, support and criticism throughout the duration of this project. I want to say thank you for bringing out the best in me.

God bless you all for standing with me.



ABSTRACT

Green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising. Green marketing has strong influence on buyer behaviour and play a strategic role in the environmental management. Regardless, most studies on the green marketing have focused mainly on developed countries, and thus, adopting similar study in developing countries are very important and may reach different conclusions from those in developed. This study therefore examined the impact of green marketing on firm performance by comparing the practices of private and public hospitals in the Ghana. Simple random sampling method was used to select a sample of 200 respondent from all hospitals in Kumasi Metropolis; 100 from private hospitals and 100 government hospitals. SPSS version 23 and LISREL 8.50 was used to analyse the data for valuable information. The results of the study showed that green product ($\beta = 0.190$; $t = 3.189$), green process ($\beta = 0.264$; $t = 3.771$), green packaging ($\beta = 0.248$; $t = 3.070$), and green promotion ($\beta = 0.192$; $t = 2.855$). Marketing practices have positive and significant effect on financial performance of government hospital.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS/ACRONYMS	xii
CHAPTER ONE	1
GENERAL INTRODUCTION	1
1.1 Background of study	1
1.2 Problem Statement	3
1.3 Research Objectives	5
1.4 Research Questions	5
1.5 Significance of the Study	6
1.6 Scope of the study	6
1.7 Overview of Research Methodology	6
1.8 Brief Overview of Limitations of the study	7
1.9 Organization of the study	7

CHAPTER TWO	9
LITERATURE REVIEW	9
2.1. Introduction	9
2.2 Green Marketing	9
2.3 Evolution of Green Marketing	12
2.4 Green Marketing Practices of Hospital	13
2.4.1 Green Packaging	13
2.4.2 Green Promotion	15
2.4.3 Green Product	16
2.4.4 Green Process	18
2.5 Challenges in Implementing Green Marketing	20
2.6 Business Performance	21
2.7 Green Marketing and Business Performance	22
2.8 Conceptual framework and Hypothesis Development	25
2.9 Summary of the Chapter	25
CHAPTER THREE	26
RESEARCH METHODOLOGY	26

3.1 Introduction	26
3.2 Research Design	26
3.3 Purpose of study	27
3.4 Sampling Procedures	28
3.4.1 The Population and Sample	28
3.4.2 The Sampling Technique	29
3.5 Sources of Data	29
3.6 Data Collection Method	30
3.7 Data Analysis	30
3.8 Quality of the Research	31
3.8.1 Test of Validity and Reliability	31
3.9 Research Ethics and Limitations	32
CHAPTER FOUR	33
PRESENTATION OF DATA, ANALYSIS AND DISCUSSIONS	33
4.0 Introduction	33
4.1 Data Presentation	33
4.2 Demographic Characteristics of Respondents	33
4.3 Reliability and Validity Test	35
4.4 Descriptive Statistics and Interconstruct Correlation	39

4.5 Model Estimation and Hypothesis Testing	42
4.6 Hypotheses Evaluation	44
4.6.1 The effect of green marketing practices on financial performance of private and government hospitals	44
4.6.2 The effect of green marketing practices on non-financial performance of private and government hospitals	45
4.7 Challenges associated with the implementation of green marketing practices among private and government hospitals	46
4.8 Discussion	47
4.8.1 The effect of green marketing practices on the financial performance of private and government hospitals in Ghana	48
4.8.2 The effect of green marketing practices on non-financial performance of private and government hospitals	49
4.8.3 Challenges associated with the implementation of green marketing practices among private and government hospitals	50
CHAPTER FIVE	52
SUMMARY, CONCLUSION AND RECOMMENDATIONS	52
5.1. Introduction	52
5.2 Summary	52
5.2.1 The effect of green marketing practices on the financial performance of private and government hospitals in Ghana	52

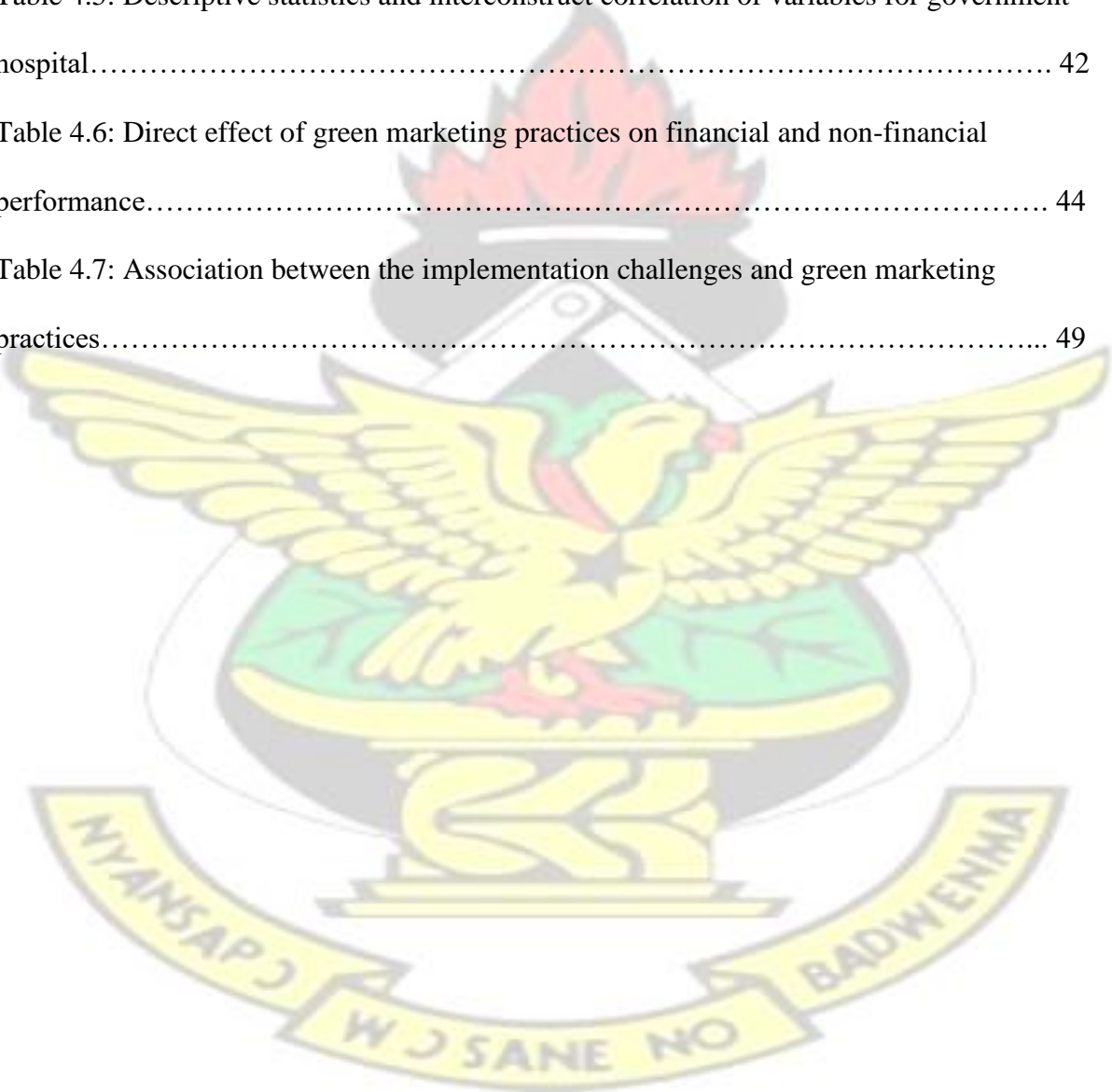
5.2.2 The effect of green marketing practices on non-financial performance of private and government hospitals	52
5.2.3 Challenges associated with the implementation of green marketing practices among private and government hospitals	53
5.3. Conclusion	53
5.4. Recommendations	54
5.4.1 The effect of green marketing practices on the financial performance and non-financial of private and government hospitals in Ghana	54
5.4.3 Challenges associated with the implementation of green marketing practices among private and government hospitals	55
REFERENCES	56
APPENDIX	71

REFERENCES

APPENDIX

LIST OF TABLES

Table 4.1: Demographic characteristics of respondents (n=200)	35
Table 4.2: Data reliability and validity	37
Table 4.3: Model fit indices	39
Table 4.4: Descriptive statistics and interconstruct correlation of variable for private hospital.....	42
Table 4.5: Descriptive statistics and interconstruct correlation of variables for government hospital.....	42
Table 4.6: Direct effect of green marketing practices on financial and non-financial performance.....	44
Table 4.7: Association between the implementation challenges and green marketing practices.....	49



LIST OF FIGURES

Figure 2.1: Conceptual Framework	25
--	----

KNUST



LIST OF ABBREVIATION

AVE	Average Variance Extracted
B2B	Business to Business
CA	Cronbach Alpha
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
FP	Financial Performance
GMS	Green Marketing Strategies
GMO	Genetically Modified Organisms
GPD	Green Product
GPM	Green Promotion
GPP	Green Packaging
GPR	Green Process
GSS	Ghana Statistical Services
NFP	Non-Financial Performance
SME	Small and Medium Enterprise
SPSS	Scientific Package for Social Science

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the Study

Environmental degradation issues and society's concerns for sustainable development have modified competitive scenarios and provided firms with new challenges to overcome. In this task, marketing practitioners have responded to this awareness by designing and commercializing greener strategies that have allowed companies to project a responsible image in the marketplace and to achieve higher levels of efficiency. From an academic perspective, academics refer to the rise of the green marketing strategy (GMS) as the firms' desire for developing actions aimed to align corporate and marketing objectives with the protection of the natural environment (Kärnä, Hansen, & Juslin, 2003). Resources are limited and human wants are unlimited, it is important to the marketers to utilize the resources effectively and efficiently without having wastage (Nandini & Deshpande, 2011). Many people believe that green marketing refers solely to the promotion or advertising of products with environmental characteristics, especially in his buying decision. Green marketing or environmental marketing refers to ecological products such as healthy food, Phosphate Free, Recyclable, Refillable Ozone friendly, and eco-friendly. In general, green marketing is a much broader concept that can be applied to consumer goods, industrial goods and even services. Green marketing incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising (Akter, 2012). In this context, green marketing and its influence on buyer behaviour have the strategic role in the environmental management. Scholars have linked green marketing to several aspects of consumer behaviour including customer satisfaction (Nadaf & Nadaf, 2014), customer loyalty (Hasana & Ali, 2015), and even organisational performance as a whole (Sarkar, 2012).

Sarkar (2012) states that green marketing activities include product modification, changes to the production process, packaging changes, remodelling, and stylising as well as modifying advertising. Green marketing further includes industrial ecology and environmental sustainability, life-cycle analysis, material use and resource flows, and eco-efficiency (Nadaf & Nadaf, 2014). Chang (2011) and Chen (2008) are of the view that developing green innovations is a win-win solution in an endeavour to resolve conflict between economic development and environmental protection. Tiwari, Tripathi, Srivastava, and Yadav (cited in Hasana & Ali, 2015) contend that green marketing is still in its early stages and, as such, there is a need for more research to be carried out. At this backdrop, a few studies have been conducted into green marketing and how it affects consumer behaviour and organisational performances. Among these studies, Stanwick and Stanwick (2000) examined the relationship between environmental disclosure and economic overall performance in surprisingly large companies. The consequences exhibit that organizations are classified as having excessive monetary overall performance have a higher relation to coverage and/or description of environmental commitment than those labeled as low performers. Companies labeled as having intermediate economic performance have the absolute best incidence of corporate environmental insurance policies and/or descriptions of their environmental commitments. Handoko (2012) observed that green management has a terrible impact on financial performance, however now not significant. Purnomo and Widianingsih (2012) examined the relationship between environmental orientation and financial performance of enterprises in Indonesia. The result indicates that environmental overall performance has a high-quality impact on monetary performance. Furthermore, Mutaminah dan Siyatimah (2012) found that most Batik organizations in Central Java have utilized green management for green input, green process, green marketing, and green ICT. Green management is demonstrated to improve economic performance and market performance.

Despite these positive effects of green marketing on performance as illustrated in the studies above, studies on green marketing mix in Ghana receive little attention from scholars. For instance, Braimah and Tweneboah-Kodua (2011), investigated Ghanaian consumers' awareness of green marketing issues and whether it impacted on consumers' purchase decisions. Again, Braimah (2015) studied "the factors that determine the relationship between customer awareness of green brand issues and their everyday purchase intentions". Mensah (2006) investigated the environmental management policies and practices, and also the level of adoption and implementation of environmental management practices of hotels in the Greater Accra Region. A review of past literature on green purchasing and environmental management practices focused mainly on service firms in the education (Tan et al., 2017) and hospitality industries (Muhammad et al., 2017; Tang et al., 2014). Ramakrishnan et al. (2016) examined green purchasing adoption among SMEs, whereas Goh and Abdul Wahid (2015) reviewed past studies on green purchasing behaviour of consumers. Also, studies on the green marketing have focused mainly on developed countries. At the same time, developing countries have not been focused perfectly. Therefore, studies carried out in developing countries are very important and may reach different conclusions from those carried out in developed countries (Yazdanifard & Mercy, 2011). Therefore, it is important, to empirically examine the actual impact of green marketing on firm performance using evidence from developing country like Ghana. More specifically, this study compares the green marketing practices of private and public hospitals in the country.

1.2 Statement of the Problem

Green marketing has gained momentum, primarily with the change in attitude and behaviour of the consumers. Although environmental issues influence all human activities, few researchers have integrated green issues in the literature (Chen & Chang, 2012; Cronin et al., 2011; Green et al., 2011; Vaccaro, 2009). As society becomes more concerned with the natural

environment, businesses have begun to modify their behaviour in an attempt to address new societal concerns. Some businesses have been quick to accept concepts like environmental management systems and waste minimization, etc. and have integrated environmental issues into all organizational activities. Though there is a growing concern of over the last decade about environmental depletion of natural resources, reduction in biodiversity, and climate change (Keijzers, 2005; Revell, Stokes, and Chen, 2009; Uhlaner, Berent-Braun, Jeurissen, and Wit, 2011; Wilson, 2002). These concerns and discussions surrounding environmental sustainability have led to a significant body of research exploring and predicting the impact on -- and response by -- large, listed companies to environmental issues (Caniato, Caridi, Crippa, and Moretto, 2012; Dangelico and Pujari, 2010; Lieb and Lieb, 2010; Orlitzky, Siegel, and Waldman, 2011). The response has however been different for hospitals and the health sector. The scarcity of empirical research on how firms engage with environmental and social issues has been restated by several authors (Brammer, Hoejmoose, and Marchant, 2012; Gadenne, Kennedy, and McKeiver, 2008; Lee et al., 2009; Nadim and Lussier, 2012), however these studies have mainly focused on other sectors majorly than the hospitals or health sectors. Despite these studies, there has been only a few studies conducted into green marketing in Ghana. Despite the important role played by the health care industry in Ghana, none of these studies have been dedicated to examining green marketing practices among these hospitals or other health related companies. For example, in a study conducted by Amegbe, Owino and Nuwasiima (2017) studied the green marketing orientation and performance of SMEs in Ghana and indicated that dimensions of the GMO scale have positive and significant impacts on performance of the firms. In addition, there exists stronger impact of green marketing dimensions on the customer business to business (B2B) satisfaction and employee retention. Mensah (2006) investigated the environmental management policies and practices, and also the level of adoption and implementation of environmental management practices of hotels in

the Greater Accra Region. Despite the important role played by hospitals in the use of drugs that could have adverse effect on the environment when disposed of improperly, coupled with different environmentally friendly advertising, there seem to exist no studies on how their green marketing practices affects their performances. At this backdrop and the fact that private hospitals are operated differently from government hospitals, this study fills the gap in the research by examining the green marketing practices of both private and government hospitals.

1.3 Objectives of the Study

The overall objective of this study was to examine the green marketing practices of private and government hospitals and how it affects their performances. In order to achieve this, the following objectives were outlined:

1. To examine the effect of green marketing practices on the financial performance private and government hospitals in Ghana.
2. To examine the effect of green marketing practices on the non financial performance of private and government hospitals in Ghana.
3. To examine the challenges associated with the implementation of green marketing practices among private and government hospitals in Ghana.

1.4 Research Questions

In order to achieve the above, the following research questions were asked:

1. What are the green marketing practices of private and government hospitals in Ghana?
2. What is the effect of green marketing practices on the performances of private and government hospitals in Ghana?
3. What are the challenges associated with the implementation of green marketing practices among private and government hospitals in Ghana?

1.5 Significance of the Study

As previously mentioned by Myung, McClaren and Li (2012), the green marketing concept is comparatively new, for this reason, a study into the green marketing practices of hospitals in Ghana would help use to understand the value that these hospitals place on the environment despite their operations.

The study would also provide evidence for policy makers and government agencies an in-depth into view into the happenings in the hospitals and thereby helping these government agencies to be able to implement policies and measures that would help these hospitals to be able to perform against other international hospitals.

The study would also help investors in these hospitals to be able to understand how the green marketing activities of these hospitals helps improve their performances so that it could aid their investments in these companies.

Finally, the study would add to the literature on green marketing and performances of health sectors or hospitals.

1.6 Scope of the Study

The study's focuses on the use of a sample of public sector and private hospitals field, this sector was chosen due to the high possibility of green marketing in these sectors in past years, and also the ease of acquisition of data from these respondents. The study specifically focused on both private and public hospital in the Kumasi Metropolis in order to ensure that the sample could effectively be accessed. The study further focuses on the use of closed-ended questionnaires in order to quantitatively examine the phenomenon rather than relying on qualitative approaches. In addition to the above, the study's scope also covers the use of different green marketing aspects rather than focusing on one specific green marketing type.

1.7 Overview of Research Methods

The study adopted quantitative approach to data analysis to analyze the data collected and gathered from the field through the use of questionnaire. The object of the research study was

private and government hospitals the Kumasi Metropolis, Ghana. Simple random sampling method was used to select a sample of 200 hospitals; 100 from private hospitals and 100 from government hospitals in the Kumasi Metropolis. Prior to the official distribution of the questionnaire, a pilot test was done to check the understandability of the questions. SPSS version 23 and LISREL 8.50 was used to analyse the data for valuable information.

1.8 Limitations of the Study

The present study had some limitations. First, the time allocated to complete the study was very small and as such might be a challenge to the overall quality of this study. Secondly, the study made use of primary data, hence it was anticipated that there will be challenges in obtaining this data due to the busy schedule of the health workers and the hospitals in general. Also, the use of quantitative research limited the respondents to choose options provided them rather than allowing them to express their own views on the survey. Thus, other researchers are recommended to use qualitative study and/or adopt mixed study approach for future researches. Regardless, the findings of this study were credible and the information provided was very useful, given the provision that rigorous statistical and procedural strategies was address these few outlined limitations.

1.9 Organisation of the Study

This research is group into 5 main chapters. The Chapter One is the Introduction, and it gives a background to the research, the problem to be investigated, the objectives of the research, research questions, the scope and significance of the study. The Chapter Two is the literature review. In this chapter, the researcher reviews theories backing the research and empirical studies conducted on the study area. The Chapter Three, is the methodology. The methodology talks about the research design, sample and population, the data and sources of the data and presents the model specification for the study.

The Chapter Four is the presentation and analysis of data. In this chapter, the data collected for the research were presented and analysed using the various methodology stated in the previous chapter. The Chapter Five is the summary, conclusion and recommendation. The researcher summarises the entire study and makes conclusions based on the findings of the work, the researcher further makes recommendations based on the findings of the study. The recommendations are made for policy makers, government, investors and future areas of research.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the related literature on this research topic. The chapter is organised in eight main sections. These sections include the concept of green marketing, it further indicates the evolution of green marketing and the various green marketing practices used in hospitals and institutions. The chapter further provides insight on the concept of business performance and the challenges in the adoption of green marketing practices. The final section focuses on the effect of green marketing on business performance and concluded with a summary.

2.2 Green Marketing

According to Polonsky (1994), the nature of green marketing makes its definition a little bit complex because the term has been associated with different terminologies: environmental marketing (Peattie, 1995), ecological marketing (Fisk, 1974; Henion & Kinnear, 1976), green marketing (Chen & Chai, 2010; Chen & Chang, 2012), sustainable marketing (Fuller, 1999, 2000; Van Dam & Apeldoorn, 1996), greener marketing (Charter & Polonsky, 1999), environmental marketing management (Peattie, 1995), environmental product differentiation (Reinhardt, 1999), entrepreneurial marketing (Menon & Menon, 1997), and sustainability labelling schemes (De Boer, 2003). Chamorro, Rubio and Miranda (2009) also confirm that these terms are related in a way; even though they have different conceptual meanings, they represent the same ideology or concept of green marketing and therefore are used interchangeably.

Likewise, supporting the argument of Polonsky (1994) and Punitha, Aziz and Rahman (2016) who mentioned that, comprehending the relationship between the natural environment and the operation of business activities, have drawn the attention of economists, sociologists and environmentalists. Although the theory is characterised by multifaceted phases, it is said to

lack an in-depth understanding (Punitha et al., 2016). The American Marketing Association (AMA) also viewed green marketing as products that are positioned in the minds of people to be environmentally friendly or safe. This could take the form of conscious effort activities such as product modification, packaging, changes to production processes, strategies and also increase awareness of compliance marketing amongst industries which are all geared towards providing a green product or service. Also, green marketing was seen from the perspective of a corporate strategy by Menon and Menon (1997) in such that, it forms an integral part of the corporate strategy which includes a wide range of activities which includes but not restricted to changes in the production process, product modifications, change in packaging, and elaborate advertising.

Furthermore, ecological marketing can be taken from the perspective of studying both the positive and negative facets of marketing activities on pollution, energy depletion and non-energy resource depletion (Henion & Kinnear, 1976). Polonsky (1994) further postulates that green marketing encompasses activities that have been consciously designed to create and facilitate exchanges that is focused on satisfying human needs or wants while causing little or no harm to the natural environment. Charter and Polonsky (1999) also see green marketing to be the marketing or promotion of products or services with regards to its environmental performance. Another perspective of green marketing was taken in the context of customer satisfaction and sustainability by Peattie (1999) that, it is a “holistic management process responsible for identifying, anticipating and satisfying the requirements of the customers and society in a profitable and a sustainable way”. Prakash (2002) also indicates that green marketing refers to the act of employing tactics to promote products through the use of environmental claims pertaining to product attributes or the operations of the company. Kotler and Armstrong (2009) define green marketing as marketing that meets the present needs of consumers and businesses whilst protecting or enhancing the capability of future generations

to meet their needs. Green marketing is a philosophy to develop, practice and communicate environmental mission-focused business operations that result in improved corporate reputation and market performance (Lu, Bock & Joseph, 2013; Stainer & Stainer, 1997). Charter (1992) also conceptualised green marketing as a “holistic and responsible strategic management process that identifies, anticipates, satisfies and fulfils stakeholder needs, for a reasonable reward, that does not adversely affect human or natural environmental well-being”. Liu, Kasturiratne and Moizer (2012) also argue that, although many scholars have suggested different definitions for green marketing, there seem to be three main dimensions or views to all the definitions. The first facet is the linkage between the identification and satisfaction of green customers and the promotion of products that are environmentally-friendly. This dimension of green marketing is supported by Banyte, Brazioniene and Gadeikiene (2010, p.375), with their definition of green marketing as “determining the need to know the new, so-called green consumer and to adapt marketing decisions to the focus on ascertaining the expectations and satisfying the needs of such a consumer”. The second view of green marketing is derived from the classical marketing mix which consists of the traditional 4Ps (that is, Product, Price, Promotion and Place), bringing it together with the triple bottom line objectives (Needle, 2010). For instance, Violeta and Gheorghe (2009) suggested the green marketing strategy mix by mentioning six dimensions which are Planning, Process, Product, Promotion, People and Eco-efficiency (5Ps+EE). The third view of green marketing however suggests that, green marketing goes beyond just relating green customers and the marketing mix, but rather includes other facets of corporate demand management like, forecasting the demand for environmentally-friendly products, positioning and demand stimulation for recycled and remanufactured products, generating demand for build-to-order products, and building competitive advantages from a focus on environmental priorities (Sharma, Iyer, Mehrotra & Krishnan, 2010).

2.3 Evolution of Green Marketing

There has been a significant increase in the awareness of various dangers that are associated with the environment globally. This has also called for the attention of many stakeholders, considering this as a major challenge which needs an immediate solution (Schlegelmilch, Bohlen & Diamantopoulos, 1996). Kirk (1995) then concludes that the hotel industry contributes largely to the various environmental challenges present today. Gonzalez and Leon (2001) also note that the complex nature of the services hotels provide and its interactions with the environment contribute to various levels of damages. This means that several environmental problems such as changes in biodiversity and climate changes are caused by some activities by the operations of the hotel industry (Gössling, 2002). In addition, local environmental problems such as soil erosion, landscape degradation, and exhaustion of water resources, health hazards and noise are also caused by hotels (Gonzalez & Leon 2001). These environmental problems have called for the adoption and implementation of environmental policies such as government regulations, consumer demand, social responsibility and cost gains (Iwanowski & Rushmore 1994; Foster, Sampson & Dunn, 2000). The evolution of the green marketing strategy is an innovative way by which hotels can project themselves as being environmentally-conscious by redesigning their services, operation and delivery of services while lessening the effects on the environment (Pride & Ferrell, 2010). According to Gitobu and Njoroge (2015), the green marketing concept is very fundamental because of the basic definition of Economics: that is, “Economics is the study of how people use their limited resources to try to satisfy unlimited wants”. This makes green marketing theories and concept very keen on environmental economics and sustainable development.

Even though green marketing gained prominence in the late 1980s and early 1990s, Leonidou and Leonidou (2011) argue that, scholars included environmental issues in their marketing and management researchers since the late 1960s. This conforms to an assertion which was made

by Henion and Kinnear (1976) which showed that the American Marketing Association (AMA) discussed green marketing issues in 1975 at their workshop which was dubbed “Ecological Marketing”. Henion and Kinnear (1976) further explains that the proceedings of the workshop were fundamental in writing the first green marketing book called “Ecological Marketing”. According to Peattie (2001), green marketing and its evolution have been a transition which can be categorised into phases. Phase one which is also termed as “Ecological”, was a period where marketing activities were geared towards identification and solving of environmental problems by providing remedies to curb them. The second phase was also considered as “Environmental,” which focused on the application of clean technology through innovative and new products which was intended to reduce pollution and the amount of waste that is generated through the use of product and services. The third phase was called “Sustainable”, which was also a green marketing practice that came into existence in the late 1990s and early 2000.

2.4 Green Marketing Practices of Hospitals

2.4.1 Green Packaging

According to Isa and Yao (2013), packaging plays an important role in preserving, protecting and marketing products during their storage, transport and use. The packaging of a product can serve as the first step in minimising the environmental impact of the product, an additional means of making the product more environmentally friendly and as an important branding tool to help consumers differentiate the product as being an eco-brand (Synodinos 2014). According to Adebajo and Mann (2000), powerful marketers seek greater demand on packaging in order to satisfy consumers’ needs. Quoquab, Thurasamy and Mohammad (2017) point out that packing is costing, thus the producers, the consumers and the activists search for cost-efficiently, environmentally friendly and sustainable packaging focus on functionality, cost-effectiveness and support of long term human and ecological health. Therefore, the

combination of green and packaging would be an interesting topic for marketers who are targeting a green segment of the market (Isa & Yao, 2013).

In addition, Rao and Bhargav (2016) say that consumers are increasingly demanding green packaging. Green packaging which is the explicit phenomenon in most instances, has to do with suitable packaging that reduces environmental damage (Sambu, 2014). Green packaging is also known as sustainable packaging (Kumar, Agarwal & Singh, 2017). It is the development and use of packaging which results in improved sustainability of products (Kumar, Agarwal & Singh, 2017). Green packaging means that the containers are not affecting future generations and must not go to waste and reduce the use of underground resources, respect human needs in terms of pay, and working conditions (Quoquab, Thurasamy & Mohammad, 2017). According to Mohamed (2016), green packaging is the use of manufacturing methods and materials for packaging of goods that has a low impact on the environment and energy consumption. Green packaging is not only related to the reduction of packaging; it also involves the use of sustainable, biodegradable packaging and recycled materials to reduce environmental impact and ecological footprint (Mohamed, 2016).

According to Khan, Hussain and Ajmal (2016, p. 94) “green packing involves reducing the size, shape and weight of packaging and the use of environmentally friendly materials”. It can be defined as a way to package products that minimises impacts to the environment (Kassaye, 2001). Carlson (2015) points out that sustainable or green packaging is packaging that is benign; it does not pollute, use up resources or harm the environment. According to Chiellini (2008), green packaging causes less damage to the environment than other forms of packaging, it is ‘environmentally friendly’. Emmett and Sood (2010) agree that green packaging results in less damage to the environment than the traditional forms of packaging as packaging waste is one of the highest sources of environmental degradation; there are therefore big opportunities for improvement. Therefore, by switching to green packaging, organisations will allow their

products to gain a public image (Khan, Hussain & Ajmal, 2016). Ho, Shalishali, Tseng and Ang (2009) identified that green packaging can reduce material usage, improve space utilisation and reduce the handling time. Likewise, Emmett and Sood (2010) offer three key benefits of green packaging which are as follows: More public demand for the use of safe and appropriate packaging materials will benefit the environment; increase in customer satisfaction through having clean neighbourhoods as green packaging results in less waste accumulation and easier recollection; enhanced goodwill and perception as a socially and environmentally responsible organisation to end users.

2.4.2 Green Promotion

Companies can show environmental sensitivity by using several strategies; one of these marketing tools can be environmental or green advertising (Sheehan & Atkinson, 2016). Green advertising is related to communicating organisational commitment towards sustainability, environmental initiatives of companies and green product attributes in the market (Ghodeswa & Kumar, 2014). In addition, Green advertising is advertising which aims to convince consumers that they should purchase a particular product because it is good for the environment (Kumar, Agarwal & Singh 2017). In addition, Schmuck, Matthes, Naderer and Beaufort (2017) point out those green advertisements address the relationship between products or service and the natural environment, advocate an environmentally responsible lifestyle, and highlight a corporate environmental image or responsibility. According to Kumar and Kumar (2017, p. 71) “green advertising is an important facet of green marketing that communicates greenness in products, services, practices and processes of organisations”. It refers to the appeal that includes ecological, environmental sustainability, or nature-friendly messages targeting the needs of environmentally friendly consumers (Kumar & Kumar, 2017).

Also, Makhutla (2014) defines green advertising as “a social marketing effort by companies to promote a product or service from a green lifestyle perspective and to improve the image of

the company using environmental activities”. He further explains that green advertising is a plain link between a product and an organisation’s service to the environment. Jaju (2016) suggested that green advertisements contribute in translating the consumer’s perceived value of green products into purchases. According to Cho (2012), green advertising is defined as any advertisement that meets one or more of the following criteria: (a) explicitly or implicitly addresses the relationship between a product or service and the ecological environment, (b) promotes an environmental lifestyle with or without highlighting a product or service, or (c) presents a corporate image of environmental responsibility. Green Advertising is advertising created to influence the homemakers to buy and use environmentally friendly products in their daily activities (Tehrani 2011). Alniacik and Yilmaz (2012) maintain that green advertising is different to advertising, generally, the most pointed difference is:

Advertising is often abstract and gives consumers understanding about the basis of green advertising.

Message in advertising more clearly than advertising generally to make the consumer understand about environment concerns and also give information about product life cycle, production made from environmentally friendly materials and environmental friendly logo contained in green advertising.

Messages in green advertisements intend to describe product features, prices and value for money, product availability and accessibility, and availability and accessibility of product-related information (Leonidou, Katsikeas, & Morgan, 2013). Ahuja (2015) elucidates that green advertising is considered to be a tool for sustainable and continuous economic development of a nation.

2.4.3 Green Product

Green product innovation elucidate that green product innovation has been recognized as one of the key factors to achieve growth, environmental sustainability, and a better quality of life

(Dangelico & Pujari, 2010). Understanding green product innovation as a result of interaction between innovation and sustainability has become a strategic priority for theory and practice (Dangelico & Pujari, 2010). According to Zhu, Sarkis, and Lai (2013), in 1994, customers were willing to pay approximately 13% more for green products. Green product innovation pertains to the evaluation of a product's economic, technical and commercial feasibility (Van den Berg, Labuschagne, & Van den Berg, 2013). Green product innovation often incorporates the modification, redesign, and creation of new products that aim at green innovation, which are primarily related to technological changes in production processes (Kong, Feng, & Ye, 2016). In addition, Lin, Tan and Geng (2013, p. 103) define green product innovation as “products that reduce the negative impacts and risks to the environment, utilize less resources and prevent waste generation in the product's disposal phase”. In other words, green product innovation not only protects the natural environment, but also provides environmental benefits higher than conventional products (Lin, Tan & Geng, 2013).

Futhermore, green product innovation refers to the application of innovative ideas, leading to the design, manufacturing, and marketing of new products whose newness and greenness significantly outperform conventional or competing products (Alsughayir, 2017). Huang and Wu et al. (2010, p. 1540) as well as Santamaria, Nieto, and Miles (2012, p.145) explains that green product innovation has to do with a “product that is related to environmental innovation, including the innovation in product that are new or that offer a significant improvement on the basic characteristic, technical specification, incorporated software or any components or materials and the product that introduced are involved in energy-saving, pollution-prevention, waste recycling, no toxicity, or green product design, using less or non-polluting/ toxic materials, improving and designing environmentally friendly packaging for existing and new products, recovery of company's end-of-life products and recycling”. Claudy (2011, p. 20) also mentions that “green product innovation is an iterative process, initiated by the opportunity for

environmental improvement of the product's physical lifecycle via a technology-based invention, which leads to the development, production and marketing tasks striving for the commercial success of the invention". Thota and Munir (2011, p. 130) argue that "green product innovation begins during product or design development and a green company chooses materials that cause the least amount of pollution and consume the least amount of energy as well as resources". Additionally, Wahid and Lee (2011) point out that conventional product innovation does not truly focus on environmental improvement, while green product innovation's purpose is to reduce and avoid environmental burdens. Consequently, green product innovation can be conceptualised as any innovations in products which strive to protect or enhance the natural environment by conserving energy, resources and reducing or eliminating the use of toxic agents, pollution and waste (Zahari & Thurasamy, 2012; Ottman, Stafford & Hartman, 2006).

2.4.4 Green Process

Green process innovation is the process that is assumed to happen when it has implemented new or significantly improved production processes, new distribution methods or support activities for its goods and services and the process is related to energy-saving, pollution-prevention, waste recycling, or no toxicity, low energy consumption, recycle, reuse and remanufactured material and use of cleaner technology to make savings as well as prevent pollution (Conding, Zubir, Hashim, Lanang, & Habidin 2013). In a similar vein, green process innovation is defined as the application of innovative ideas leading to the adoption of production processes and/or management practices that create less or no negative ecological, human health, social, cultural and economic impacts (Alhadid & As'ad, 2014; Chen 2011). According to Conding, Habidin, Zubir, Hashim, and Jaya (2013), green process innovation is defined as improvements in the production process, resulting in reduced environmental impacts. According to Huang and Wu (2010) as well as Santamaria, Nieto, and Miles (2012),

green process innovation refers to “the process that assumed to happen when it has implemented new or significantly improved production processes, distribution new methods or support activities for its good and services and the process is related to energy- saving, pollution- prevention, waste recycling, or no toxicity, low energy consumption, recycle, reuse and remanufacture material and use of cleaner technology to make savings and prevent pollution”.

Green process innovation refers to the modification of the current operating processes and systems, aiming to produce new or significantly improved green products which can reduce environmental impact (Meeus & Edquist, 2006). According to Xie, Huo, Qi and Zhu (2016), green process innovation refers to the improvement of existing production processes or the addition of new processes to reduce environmental impact. “Green process innovation is defined as the performance of process innovation that is related to energy saving, pollution prevention, waste recycling, or reduced toxicity” (Nanath, & Pillai, 2017, p. 6). Additionally, Ziegler and Nogareda (2009), as well as Rennings and Ziegler (2004), believe the green process innovation is a special process innovation which could avoid or reduce the environmental burden. In general, the basic principles of green process innovation definition are as follows: less resources depletion; less waste; and less environmental pollution (Bi, Bao, & Feng, 2013). Furthermore, Diwekar and Shastri (2010) contend that green process innovation does not only include traditional process engineering related issues such as process design, but also the associated ecological and social aspect of processes. According to Wahid and Lee (2011), the key characteristics for green process are that the end manufactured product contains non-hazardous substances and was processed without hazardous chemicals. Besides that, green process also uses the energy and resources during production efficiently and sensibly (Wahid & Lee, 2011). This will reduce the chances of environmental incidents and result in quality improvement and more profitable business (Lu et al., 2007). Green processes innovations are

also known as environmental process innovation which is an introduction of a more environmentally friendly composition of one or more firm internal processes (e.g., water recycling or fuel gas desulphurisation) in this period, irrespective of the realisation of environmental product innovations (Wahid & Lee, 2011; Ziegler & Nogaredac, 2009).

2.5 Challenges in Implementing Green Marketing

In adopting green marketing policies, firms may encounter many challenges. Key green marketing challenges according to Sharma and Singh (2015) are as follows:

New Concept: Green marketing is still a new concept in developing countries. People living in rural areas still lack awareness regarding the benefits of green marketing. The consumer needs to be educated and made aware of the environmental threats. The new green movement needs to reach the masses and that will take a lot of time and effort (Sharma and Singh, 2015).

Need for Equivalence: It is found that very less percentage of the marketing messages from Green campaigns and there is a lack of equivalence to validate these claims. There is no homogeneity to verify these claims. In recently, there is no consistency putted to officially present a product as organic. Unless some regulatory bodies are involved in providing the certifications there are not be any verifiable means. Thus, a standard quality control board needs to be established for such labelling and licensing (Sharma and Singh, 2015).

Cost Factor: Green products require renewable and recyclable material, which is costly. Further it Green marketing involves marketing of green products/services, green technology, green power/energy for which requires a huge investment in R&D programmes for their development and subsequent promotional programs which ultimately may lead to increased costs (Sharma and Singh, 2015).

Information Disclosures: The potential challenge in front of the firms/products is firstly, all information regarding greenness must be adequate and reliable, and secondly these should not

be false unsubstantiated claims. Now it has become the duty of central and state government to see what claims are permissible (Sharma and Sigh, 2015).

Endurance and Perseverance: The investors and corporate required viewing the environment as a chief long-term speculation opportunity; the marketers need to gaze at the long-term benefits from this new green movement. It will need a lot of persistence and it has no instantaneous results. Since it is a new concept and idea, it will have its own acceptance period (Sharma and Sigh, 2015).

Convincing customers: Another major challenge for a firm is convincing the customers for selling their green product because the customers may not believe easily in the firm's strategy of Green marketing, therefore the firm should ensure that they undertake all possible measures to convince the customer about their green product, the best possible option is by implementing Eco-labelling schemes to win the believe of customers (Sharma and Sigh, 2015).

Sustainability: Initially the profits are very low since renewable and recyclable products and green technologies are more expensive. Green marketing will be successful only in long run. Hence the business needs to plan for long term rather than short term strategy and prepare for the same, at the same time it should avoid falling into lure of unethical practices to make profits in short term (Sharma and Sigh, 2015).

2.6 Business Performance

Business performance is an important component in investigating organisational phenomena (Ho, Ahmad & Ramayah, 2016). Uddin et al. (2016) indicate that business performance is important to any business firm. Liu, Ge and Wang (2014) state that business performance is the basic embodiment of enterprise management, effectiveness, and efficiency. Further, to attract satisfactory business performance is the basis for the enterprise's survival and the principal reason for the existence of the firm (Liu et al., 2014). Davood and Morteza (2012) view business performance as the ability of a firm to generate acceptable results and actions.

Shehu and Mahmood (2014) define business performance in terms of the market growth, increase of market share and the industry's relative growth. Mark and Nwaiwu (2015) explain that business performance is the effort expended by a business firm in achieving its objectives of customer satisfaction, employee satisfaction, societal satisfaction, and ultimately, profitability. In addition, business performance is a measure of how a manager efficiently and effectively utilises the resources of the firm to accomplish its goals as well as satisfying all the stakeholders (Jones & George, 2009).

Furthermore, O'Regan, Sims and Gallear (2008) point out that business performance can also be analysed by a business' ability to produce results in relation to set targets. Wongrassamee, Gardiner and Simmons (2003, p. 17) show that "business performance refers to how well the business satisfies the needs of employees, customers and other stakeholders, as well as its ability to achieve its planned business goals". Gibson and Cassar (2005, p. 208) put forward a comparable position by expressing that "business performance is performance about how much the set targets are accomplished". Inferring from the above descriptions, business performance incorporates the sufficiency and capability of a business in achieving the set targets. By mulling over this, business associations need to screen their execution persistently.

2.7 Green Marketing and Business Performance

The study by Chen, Ong and Hsu (2016) examines the relationship between environmental management practices and the financial performance of multinational construction firms. The sample of construction firms is drawn from the Engineering News-Record (ENR) Top International Contractor list. Content analysis was used to extract and measure the degree of proactivity, and stepwise regression was adopted to screen for practices associated with financial performance. The results highlight the advantages and limitations of environmental management practices disclosed in environmental reporting and explore the impacts such practices have on financial performance. Among the environmental practices, pollution

abatement on-site has significant impacts on firm short and long-term financial performances of multinational construction firms.

Zhang et al. (2019) explores the influence of green supplier integration on three dimensions of social capital accumulation, which further affect economic and environmental performances. To verify the hypotheses, they collect two-wave survey data from 206 Chinese manufacturers. Results show that green supplier integration significantly affects social capital accumulation. Relational and structural capital accumulations have positive effects on both economic and environmental performances, while cognitive capital accumulation only has a positive impact on environmental performance. Additionally, relational and structural capital accumulations partially mediate the effects of green supplier integration on economic and environmental performances, whereas cognitive capital accumulation only partially mediates the impact of green supplier integration on environmental performance.

The study by Bilal et al. (2019) explored effects of green marketing mix strategy to overall performance and financial performance of firms using the case of car dealers in Jordan. To meet this aim, the present research collects data from 386 green car dealers in Jordan. The study performed structural equation modelling (SEM). The research has found that the effects of size, education, experience, product, distribution, physical evidence, process on the firm overall performance and the effects of age, product, and promotion on the firm financial performance are significant and positive. The analysis has found that government policy has a moderating effect on the influence of education and green marketing strategy on the firm overall performance.

Also, Sambu (2016) conducted a study which aimed to determine the effect of green packaging on firm performance in manufacturing in Nairobi County, Kenya. The results indicated that green packaging is a key determinant of business performance in the manufacturing firms of Kenya (Sambu, 2016). In similar vein, Mogeni and Kiarie (2016) conducted a study which

aimed to explore the effect of green logistics practices on performance of supply chains in multinational organisations. Responsive packaging, which is similar to green packaging, was found to be strongly and positively correlated with the performance of supply chains of multinational organisations in Kenya. Diab, AL-Bourini and Abu-Rumman (2015) conducted a study which supports the positive relationship between green packaging and business performance. The study confirmed that there is a positive impact of eco-packaging on organisational performance. Zailani, Shaharudin, Govindasamy, Ismail and Mahdzar (2015) examined the nexus between sustainable packaging and the performance of manufacturing firms in the state of Penang, Malaysia. The study provides extra evidence to previous literature that sustainable packaging or green packaging has a positive effect on business performance. Zailani et al. (2015) concluded that green or sustainable packaging can bring benefits to the firm's operational, as well as economic, social and environmental advantages. Green packaging can assist firms in the optimisation of the resources, material and waste to achieve the triple bottom line (economic, social and environmental) of the firm's sustainability objectives. Based on the above discussion the following hypothesis is made:

H1: *Green marketing practices significantly affects financial performance of hospitals*

H2: *Green marketing practices significantly affects non-financial performance of hospitals*

2.7 Conceptual framework and Hypothesis Development

The figure below signifies the direct effects of green marketing practices on business performance. Thus, the relationship between green process, green product, green promotion, and green packaging marketing practices on both financial and non-financial performance is shown.

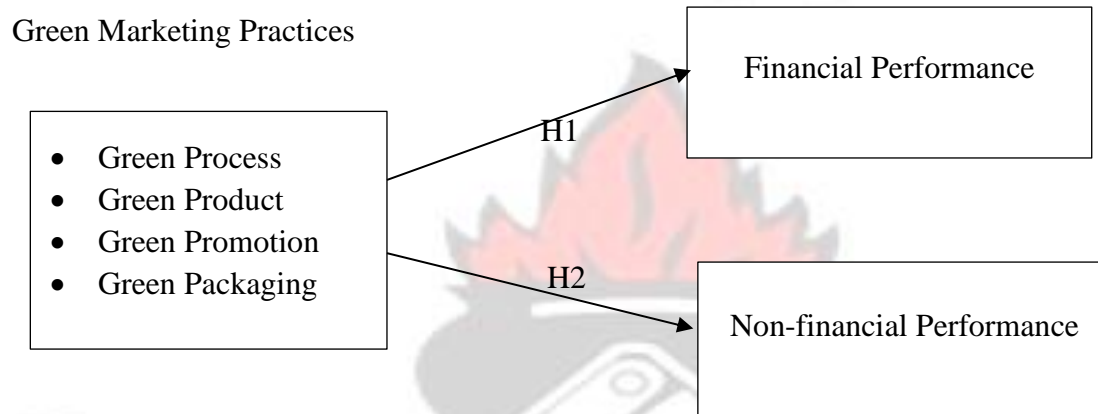


Figure 2.1: Conceptual framework

Source: Author's own construct (February, 2021).

2.9 Summary of the Chapter

This chapter of the study have provided insights on the definition and conceptualisation of green marketing as used in this study. The chapter further indicates the evolution of green marketing practices while indicating the various green marketing practices used in institutions and hospitals. The practices identified in this chapter includes green process, green packaging, green product, and green promotion. The chapter highlights the concept of business performance and how it is being measured in this study. Furthermore, the challenges of green marketing and its adoption are also highlighted and finally, the study sheds light on studies that have examined the effect of green marketing on business performances.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the study discussed the methodology adopted to undertake this research. The chapter provided information on aspects including the research study design, population, scope, sample, data collection methods, analysis and ethical issues. The chapter detailed seven sections; section 3.2 presented the research design, while section 3.3 presented the purpose of the study. Section 3.4 presented the sampling procedures. This was followed by the data collection methods, data analysis and quality of the researcher. Finally, this chapter discussed the various ethical considerations and limitations of this research.

3.2 Research design

A research design general denotes the strategies that allows for a proper structuring of the research to effectively address the research problem or gaps (Saunders & Bezzina, 2011). Also, the type of data analysis can inform the the research design to adopt. Among the various research designs; this present study adopted a descriptive cross-sectional study design to assess the effect of green marketing practices on the financial and non-financial performance. This type of study design was chosen because, it is best for the purpose of generalizing a population by gathering data from a sample of the target population so that inferences could be made appropriately (Nesbary, 2000). Additionally, descriptive cross-sectional study design was suitable for this study since quantifiable data of the study needs to be collected via the use of standard and structured questionnaire (Dillman, 2000; Wallen and Fraenkel, 2001).

Furthermore, there are two main approaches for conducting research, and these are quantitative and qualitative research approach. For quantitative research approach or technique data is presented in the form of graphs, charts, and statistics (data presented in a numerical form), and for qualitative approach data are presented in non-numerical form (Denzin & Lincoln, 2000).

This study however adopted the quantitative technique since it was the best approach for exploring, describing and making statistical inferences on relationships between the study variables, and can be used to establish cause and effect in highly controlled circumstances. That is, hypotheses were designed to establish the relationships between the study variables, and as such, only quantitative analysis could make this possible. Also, quantitative research is usually deductive in nature, and uses assumptions that permits the generalization of research outcomes (Denzin & Lincoln, 2000).

3.3 Purpose of the study

Research can be broadly categorized under any three major types according to its purpose; exploratory, descriptive and explanatory research (Saunders et al., 2011). Exploratory research is developed based on grounded theory which is intended as a flexible approach to formulate theory based upon generic principles of theoretical saturation, constant comparison method of analysis and theoretical saturation (Glaser and Straus, 1967). The exploratory research design also aims at exploring the specific nature of a problem. However, when using the descriptive research, the goal is to reveal an accurate profile of events, persons or situations. The descriptive research can be related to both an extended version of exploratory and a piece of explanatory research design (Op.cit, 2009). The explanatory study establishes relationship between studies and variables, meaning that the aim is to study situations or problems, trying to find a relationship between variables (ibid). Cooper and Schindler (2003) give a similar categorization by stating that research can function as providing data and information for obtaining certain conclusions (reporting), describing and defining a phenomenon (descriptive) and trying to explain a phenomenon (predictive).

This study used the exploratory research design to empirically examine this phenomenon, since the research topic has not been studied extensively, the exploratory research design would enable the researcher to further examine this and show the relationship between the dependent

variable (hospital performance) and independent variable (green marketing practices) in order to gain familiarity with the existing phenomenon and acquire new insight into it.

3.4 Sampling procedures

This section discussed the population of the current study and the sample selected. The sampling technique adopted was discussed with both theoretical and practical dimensions explored.

3.4.1. The population and sample

The population of the study is defined by Malhotra et al. (2010) as the group of individuals or objects within which the sample can be drawn. It is often referred to as the collection of elements about which we wish to make some inferences. Defining the population is an often difficult and important part of the study. The overall population for this study was all hospitals in Kumasi Metropolis. Checks from the Ghana Health service website revealed that there are 17 hospitals both private and government hospitals in the Kumasi Metropolis and combined, these hospitals have a little over 4000 employees across all six municipalities of Kumasi Metropolis.

The sample size can be defined as a smaller set of the larger population that is carefully selected to represent the population of the study in order to present an accurate analysis (Cooper & Schindler, 2014). A large sample size is more desirable (Saunders, Lewis & Thornhill, 2009), since there is a relationship between the precision of the research findings and the sample size (Burns & Bush, 2014). The sample size has an effect on the accurate representation of the population. The sample size entails the entire number of elements that the researcher measures. It is difficult to ascertain the sample size (Malhotra, 2012) as a result, Tabachnick and Fidell (2007) proposed a formula for determining the sample size in undertaking regression analysis. The formula is $N > 50 + 8m$. Where 'N' represents the number of respondents in a study and the number of independent variable is represented by 'm'. The independent variables for this

research comprised of 4 constructs that is; green product, green packaging, green process and green promotion (therefore, $N > 50 + 8(4) = 82$). For this reason, the study used a sample size of 100 respondents each from the private hospital and government hospitals, making a total of 200 respondents.

3.4.2. The sampling technique

The sampling technique indicates the methods that are engaged in drawing a sample that would be used to represent the population (Burns & Groove, 2003). The sampling technique used in this study was the convenience sampling technique. Convenience sampling is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand (Saunders et al., 2011). Thus, respondents who were readily available and willing to participate in the study during the data collection period were used for the study. The convenience sampling technique was used because it helped the researcher to select hospitals that were at the convenience of the researcher; that is hospitals that were at close proximity to the researcher and could be easily assessable.

3.5 Sources of data

The data source is vital in every study, and thus, researchers are required to consider the sources on which to base and confirm their research and outcomes. There are two main sources of data, namely primary and secondary sources (Baumgartner et al., 2002; Wallen & Fraenkel, 2001). For primary data, it is obtained directly from the study participants through interview, observation, questionnaire, case studies whilst secondary data are already existing source of data which may be in the form of report from previous research, official statistics or the mass media (Baumgartner et al., 2002).

This study used primary data as the main source data gathering. Primary data was considered best for this study because such data best represents the perceptions of the participants on green

marketing practices and its effect on performance. Thus, primary data offers the finest and high level of accuracy since data is sought directly from the participants.

3.6 Data collection methods

The data collection instruments comprise of interview, survey, focus group, questionnaire, observation and others. The type of instrument chosen for a study largely depends on the purpose and kind of the research objectives. The researcher used questionnaires to collect data for the study.

The questionnaire was carefully crafted by outlining under the various objectives a set of questions that clearly illicit responses to the questions. A close ended structured questionnaires were used to gather data for the study. The questionnaires were administered with the aid of three trained data collection clerks. It was designed in English; however, the questions were interpreted in the local dialect for respondents who do not understand English. More so, those who could read and write were given the questionnaires to fill by themselves but those who could not read and write were assisted by the data collection clerk. Approval to participate in the study was sought from the respondents through informed consent. After obtaining approval, the data collection clerks administered the questionnaires, face to face and in their preferred language. The respondent's confidentiality was assured during the data collection process. Also, prior to the official distribution of the questionnaire, a pilot study was done to check whether the questions were easily understood.

3.7 Data Analysis

Data analysis is an important component of every research which involves a systematic step of selecting data, categorizing the data, comparing the data, synthesizing it and finally interpreting that data to provide explanation and answers to research questions. After data collection, the raw data was analysed through a systematic process of selecting, categorizing, comparing,

synthesizing and interpreting data to provide explanation and make meaning. Completed questionnaires were edited, coded and inputted into Statistical Packages for Social Science (SPSS), version 23. Preliminary data analysis was done to clean and eliminate unengaged responses. Descriptive techniques were also employed to analyse the demographic responses of the data. After, regression analysis was performed to establish the relationship between the dependent and independent variables.

3.8 Quality of the research

In order to ensure quality, the data collection process was supervised by the principal investigator to ensure that the data were not faked by the data collection clerks. Also, the data was received and scrutinized to ensure that all the information are accurate and completed before acceptance. The questionnaires were coded during data entry to ensure accuracy of analysis.

3.8.1 Test of Validity and Reliability

The variables in the data were tested for reliability and validity to assess data quality associated with the use of questionnaire (Saunders et al., 2009). Validity refers to the degree to which the researcher is able to access participants knowledge and experience, as well as deduce the meaning of respondents' language used. Reliability is also known as the degree to which alternative research would reveal similar information. Cooper and Schindler (2006)

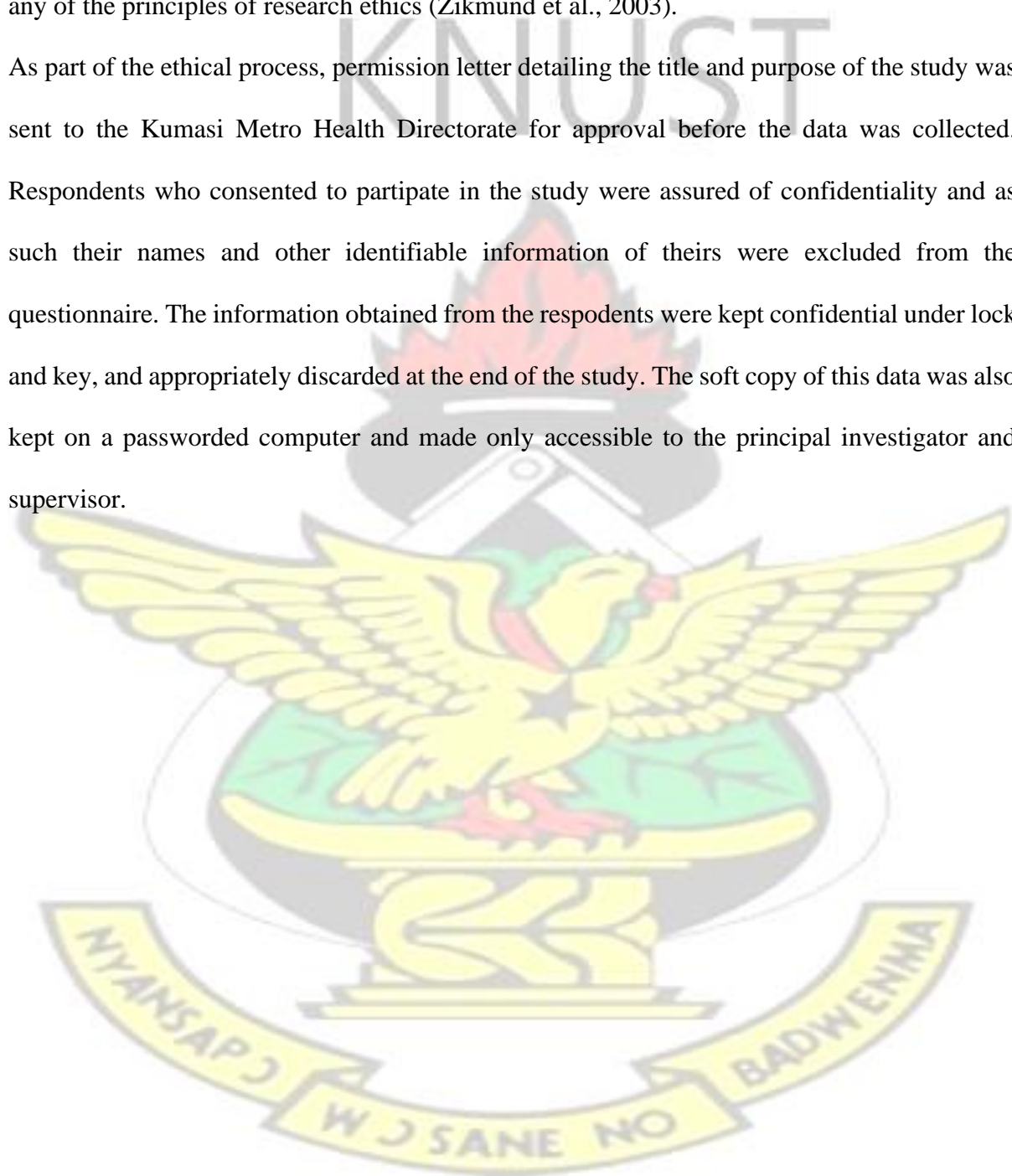
In a quest to ensure the questionnaire data reliability and validity, the questionnaire was pilot tested on some hospitals in Kumasi Metropolis. This enabled all ambiguity to be corrected before the entire questionnaire were administered.

3.9 Research ethics and limitations

Ethical procedures constitute an essential part of conducting credible research and ensuring that good data are generated for analysis (Zikmund, et al., 2003). Leedy and Ormrod (2010)

indicate that researchers are expected to uphold ethical principles such as anonymity, confidentiality and informed consent, as well as seek permissible entry for data collection. As a result, the data collection instruments were designed with utmost care in order not to violate any of the principles of research ethics (Zikmund et al., 2003).

As part of the ethical process, permission letter detailing the title and purpose of the study was sent to the Kumasi Metro Health Directorate for approval before the data was collected. Respondents who consented to participate in the study were assured of confidentiality and as such their names and other identifiable information of theirs were excluded from the questionnaire. The information obtained from the respondents were kept confidential under lock and key, and appropriately discarded at the end of the study. The soft copy of this data was also kept on a passworded computer and made only accessible to the principal investigator and supervisor.



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The present chapter shows the results of the data from the survey including the respondent demographic characteristics, validity and reliability of the study variables. This study adopted the hierarchical multiple regression analysis approach to evaluate the relationship between the study construct as indicated in the objectives.

4.1 Data presentation

The estimated sample size for this study was 200 respondents (i.e. 100 each from private and government hospital). All respondents returned a fully filled questionnaire, representing a 100% responds rate. This indicates that all the respondents understood the content of the questionnaire.

4.2 Demographic characteristics of respondents

Table 4.1 shows the demographic characteristics of the respondents from both private and government hospitals. From the table, majority of the respondents were males (63.0%). Most of them (66.5%) were within the ages 18 to 28 years. Also, majority of them (82.5%) were single. Additionally, most of the respondents had bachelor degree's (79.0%). Most of them received income between 501 to 1000 cedis. Furthermore, most of them (43.0%) had between working in their institution for about less than 1 year.

Table 4.1 Demographic characteristics of respondents (n=200)

Variables	Frequency	Percent
Gender		
Male	126	63.0
Female	74	37.0
Age (years)		
18-28	133	66.5
29-38	67	33.5
Marital Status		
Single	165	82.5
Married	35	17.5
Education		
SHS	6	3.0
Diploma/HND	19	9.5
Bachelor's Degree	158	79.0
Master's degree	17	8.5
Income level (in cedis)		
Below 500	57	28.5

501-1000	62	31.0
1001-1500	9	4.5
1501-2000	27	13.5
Above 2000	45	22.5

**How long have you been working in
this institution**

Less than 1 year	86	43.0
2 years	64	32.0
3 years	23	11.5
4 years and more	27	13.5

4.3 Reliability and validity test

Reliability and validity test are vital since the study variable may not give accurate and preferred meaning unless it is well confirmed that each variable is valid. The measurement variables included green marketing practices (i.e. green product, green packaging, green process, and green promoter), financial performance, and non-financial performance. The validity test was conducted based on two criteria; discriminant validity (correlation), convergent validity (average variance extracted (AVE), and factor loadings) (Hair et al., 2013). The reliability was evaluated based on the Cronbach's Alpha (CA) and Composite Reliability (CR) (Hair et al., 2013).

Considering the data validity, the factor loadings of each of the measurement construct was greater than 0.40. Also, all the construct showed an AVE greater than 0.50 indicating that the data variables were valid (Fornell and Larcker, 1981). The reliability test showed a Cronbach alpha and composite reliability of above 0.70. Obtaining CA and CR above 0.70 indicates that the internal consistency of the variables measured in this study was perfect and reliable. All ill-fitting items under each construct were excluded from each construct (Table 4.2).

Table 4.2: Data reliability and validity

Construct/variables	Factor Loading	t-value	CA	CR	AVE
Green Marketing Practices					
Green Product			0.851	0.872	0.699
GPD3	0.65	Fixed			
GPD4	0.93	16.87			
GPD5	0.90	16.05			
Green Packaging					
			0.869	0.881	0.597
GPP1	0.71	Fixed			
GPP2	0.78	10.63			
GPP3	0.79	10.77			

GPP4	0.82	11.17
------	------	-------

GPP5	0.76	10.37
------	------	-------

--	--	--

Green Process			0.889	0.898	0.689
----------------------	--	--	--------------	--------------	--------------

GPR1	0.77	Fixed
------	------	-------

GPR2	0.98	16.07
------	------	-------

GPR3	0.74	11.40
------	------	-------

GPR4	0.81	12.78
------	------	-------

--	--	--

--	--	--

--	--	--

--	--	--

Green Promotion			0.952	0.954	0.805
------------------------	--	--	--------------	--------------	--------------

GPM1	0.80	Fixed
------	------	-------

GPM2	0.90	15.50
------	------	-------

GPM3	0.91	15.82
------	------	-------

GPM4	0.93	16.34
------	------	-------

GPM5	0.94	16.71
------	------	-------

--	--	--

--	--	--

--	--	--

--	--	--

--	--	--

Financial Performance			0.888	0.886	0.663
------------------------------	--	--	--------------	--------------	--------------

--	--	--

FP2	0.67	Fixed
-----	------	-------

FP3	0.96	17.53
FP4	0.77	12.70
FP5	0.83	14.04
Non-financial Performance		
	0.951	0.955
NFP1	0.89	Fixed
NFP2	0.90	16.27
NFP3	0.83	14.24
NFP4	0.87	15.39
NFP5	0.89	15.84
NFP6	0.91	16.49

Note: CR – Composite Reliability, AVE – Average Variance Extracted, CA – Cronbach Alpha

Source: Field Survey (2020)

Table 4.3: Model fit indices

CFA model	χ^2	Df	<i>p</i> – value	χ^2 /df	RMSEA	NNFI	CFI	SRMR
Green Marketing Practices	2.83	2	0.244	1.42	0.053	0.98	0.99	0.023
Financial Performance	2.42	2	0.989	1.21	0.052	0.96	0.97	0.029
Non-financial Performance	5.02	3	0.525	1.67	0.021	0.97	0.98	0.019

Overall	14.91	9	0.094	1.66	0.067	0.98	0.99	0.023
---------	-------	---	-------	------	-------	------	------	-------

Note: χ^2 , Chi-square; Df, degree of freedom; RMSEA, root mean square error of approximation; NNFI, non-normed fit index; CFI, comparative fit index; SRMR, standardized root means square residual.

4.4 Descriptive statistics and interconstruct correlation

Table 4.4 and 4.5 shows the descriptive statistics and interconstruct correlation of the study variables for variables measured among the private and government hospitals respectively. The summary of the descriptive statistics involves the cumulative means and standard deviations of the variables. From the table, green product marketing practices showed a mean of 3.30 indicating that 33.0% of private hospitals are involved in green products marketing practices. Also, green packaging marketing practices showed a mean of 2.91 suggesting that 29.1% of private hospitals are involved in green packaging marketing practices. Green process marketing practices showed a mean of 2.85 indicating that 28.5% of private hospitals are involved in green process marketing practices. Again, green promotion marketing practices showed a mean of 3.30, which implies that about 33.0% of private hospitals are involved in green promotion marketing practices. More so, financial performance showed a mean of 3.11, implying that about 31.1% of private hospitals agreed that their hospitals performs well financially. Lastly, non-financial performance showed a mean of 3.13%, implying that approximately 31.3% of private hospitals agreed that their hospitals performs well with other activity which are non-financial.

Considering the interconstruct correlation, all the green marketing practices at the private hospital correlated strongly and positively with financial and non-financial performance. Specifically, green product correlated positively with financial performance ($r=0.301$, $p\text{-value}=0.01$), and with non-financial performance ($r=0.232$, $p\text{-value}=0.05$). Also, green process

correlation positively with financial performance ($r=0.356$, $p\text{-value}=0.01$), and non-financial performance ($r=0.248$, $p\text{-value}=0.05$). Similarly, green packaging correlated positively with financial performance ($r=0.296$, $p\text{-value}=0.01$) and with non-financial performance ($r=0.389$, $p\text{-value}=0.01$). Lastly, green promotion correlated positively with financial performance ($r=0.277$, $p\text{-value}=0.01$).

Furthermore, regarding the construct for government hospitals, green product showed a mean of 3.05, implying that about 30.5% of government hospitals are involved in green product marketing practices. Also, green packaging showed a mean of 2.87 suggesting that 28.7% of government hospitals are involved in green packaging marketing practices. Green process showed a mean of 2.84 indicating that 28.4% of government hospitals are involved in green process marketing practices. Again, green promotion showed a mean of 3.25, which implies that about 32.5% of government hospitals are involved in green promotion marketing practices. More so, financial performance showed a mean of 3.08, implying that about 30.8% of government hospitals agreed that their hospitals perform well financially. Lastly, non-financial performance showed a mean of 3.19%, implying that approximately 31.9% of government hospitals agreed that their hospitals perform well with other activity which are non-financial. Considering the interconstruct correlation, some of the green marketing practices at the government hospital correlated strongly and positively with financial and non-financial performance. Specifically, green product correlated positively with non-financial performance ($r=0.262$, $p\text{-value}=0.01$). Also, green process correlation positively with financial performance ($r=0.242$, $p\text{-value}=0.05$), and non-financial performance ($r=0.236$, $p\text{-value}=0.05$). Green promotion correlated positively with financial performance ($r=0.235$, $p\text{-value}=0.05$). However, there was no correlation between green packaging and both financial performance and non-financial performance.

Table 4.4: Descriptive statistics and interconstruct correlation of variables for private hospital

Variable	Mean	STD	1	2	3	4	5	6
1=Green Product	3.303	1.212	1					
2=Green Packaging	2.913	0.900	.742**	1				
3=Green Process	2.855	1.016	.596**	.856**	1			
4=Green Promotion	3.300	1.084	.649**	.509**	.486**	1		
5=Financial Performance	3.110	0.752	.307**	.296**	.356**	.277**	1	
6=Non-financial Performance	3.137	0.856	.232*	.389**	.248*	.132	.616**	1

Note: STD=Standard Deviation.

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.5: Descriptive statistics and interconstruct correlation of variables for government hospital

Variables	Mean	STD	1	2	3	4	5	6
1=Green Product	3.050	1.201	1					
2=Green Packaging	2.873	0.948	.780**	1				
3=Green Process	2.847	0.960	.673**	.792**	1			
4=Green Promotion	3.257	1.125	.612**	.545**	.552**	1		

5=Financial Performance	3.085	0.788	.164	.069	.242*	.235*	1	
6=Non-financial Performance	3.190	0.918	.262**	.136	.236*	-.041	.407**	1

Note: STD=Standard Deviation.

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.5 Model estimation and hypothesis testing

Hierarchical multiple regression analysis was used to estimate the relationships in this study. Prior to the regression analysis, composite variables were formed using the arithmetic mean of the retained measures that forms to measure the construct. The regression analysis of the relationships between the categories of green marketing practices and both financial and non-financial performance is shown in Table 4.5.

Hypotheses Equations

Dependent variable: Financial performance (FP)

$$FP = b_0 + b_1GPD + \varepsilon \text{ (Direct effect path)}$$

$$FP = b_0 + b_1GPP + \varepsilon \text{ (Direct effect path)}$$

$$FP = b_0 + b_1GPR + \varepsilon \text{ (Direct effect path)}$$

$$FP = b_0 + b_1GPM + \varepsilon \text{ (Direct effect path)}$$

Dependent variable: Non-Financial Performance (NFP)

$$NFP = b_0 + b_1GPD + \varepsilon \text{ (Direct effect path)}$$

$$NFP = b_0 + b_1GPP + \varepsilon \text{ (Direct effect path)}$$

$$\text{NFP} = b_0 + b_1 \text{GPR} + \varepsilon \text{ (Direct effect path)}$$

$$\text{NFP} = b_0 + b_1 \text{GPM} + \varepsilon \text{ (Direct effect path)}$$

Where,

“ b_0 ”s are the constants; b_1 is the unstandardized regression coefficients and “ ε ”s are the error terms: FP = Financial Performance; NFP = Non-Financial Performance; GPD = Green Product; GPP = Green Packaging; GPR = Green Process; GPM = Green Promotion.

Table 4.6: Direct effect of green marketing practices on financial and non-financial performance

Effect type	Private Hospitals				Government Hospitals			
	Beta	S.E	t-value	p-value	Beta	S.E	t-value	p-value
Direct Effect								
Green Product→Financial Performance	0.190	0.060	3.189	0.002*	0.107	0.065	1.641	0.104
Green Process→Financial Performance	0.264	0.070	3.771	0.000**	0.199	0.081	2.470	0.015*
Green Packaging→ Financial Performance	0.248	0.081	3.070	0.003*	0.057	0.084	0.681	0.498
Green Promotion→ Financial Performance	0.192	0.067	2.855	0.005*	0.165	0.069	2.396	0.018*
Green Product→Non-financial Performance	0.164	0.069	2.366	0.020*	0.200	0.075	2.684	0.009**

Green	Process→	Non-financial	0.209	0.082	2.531	0.013*	0.226	0.094	2.404	0.018*
Performance										
Green	Packaging→	Non-financial	0.370	0.089	4.178	0.000**	0.132	0.097	1.361	0.177
Performance										
Green	Promotion→	Non-financial	0.104	0.079	1.319	0.190	-	0.082	-0.408	0.684
Performance							0.034			

Note: S.E=Standard Error; p-value=<0.05*; p-value=<0.001**

4.6 Hypotheses Evaluation

The results of the regression analysis were used to evaluate the objective and hypotheses of this study with the aim of rejecting or accepting the hypotheses. In this study, the effect of each categories of green marketing practices including green product, green process, green packaging, and green promotion, on financial and non-financial performance was evaluated.

4.6.1 The effect of green marketing practices on financial performance of private and government hospitals

As shown in Table 4.5, the effect of green product marketing practice on financial performance of private hospitals was positive and significant ($\beta=0.190$; $t=3.189$). The β -value of 0.190 suggests that a unit increase of green product will increase financial performance of private hospitals by 19.0%. However, for government hospital the effect of green product marketing practice on financial performance was not significant ($\beta=0.107$; $t=1.641$). Also, green process marketing practice showed a significant positive effect on the financial performance of both private ($\beta=0.264$; $t=3.771$) and government hospitals ($\beta=0.199$; $t=2.470$). The β -value implies that a unit increase in green process will increase financial performance of private hospitals by 26.4% and government hospitals by 19.9%. Additionally, the effect of green packaging on the

financial performance of private hospitals was positive and significant ($\beta=0.248$; $t=3.070$) and that of government hospital was insignificant though positive ($\beta=0.057$; $t=0.681$). The significant β -value of 0.248 for private hospitals indicate that a unit increase in green packaging will significantly increase financial performance by 24.8%. Furthermore, green promotion marketing practice showed a significant positive effect on the financial performance of both private ($\beta=0.192$; $t=2.855$) and government hospitals ($\beta=0.165$; $t=2.396$). The β -value implies that a unit increase in green promotion will increase financial performance of private hospitals by 19.2% and government hospitals by 16.5%.

4.6.2 The effect of green marketing practices on non-financial performance of private and government hospitals

The effect of green marketing practices on non-financial performance of private and government hospitals is shown in Table 4.5. From the table, green product marketing practice showed a significant positive effect on non-financial performance of both private hospitals ($\beta=0.164$; $t=2.366$) and government hospitals ($\beta=0.200$; $t=2.684$). The β -values suggest that a unit increase of green product will increase non-financial performance of private hospitals by 16.4% and government hospitals by 20.0%. Similarly, the effect of green process marketing practice on non-financial performance was significantly positive for both private hospitals ($\beta=0.209$; $t=2.531$) and government hospitals ($\beta=0.226$; $t=2.404$). The β -value implies that a unit increase in green process will increase financial performance of private hospitals by 20.9% and government hospitals by 22.6%. Also, green packaging marketing practice showed a significant positive effect on the non-financial performance of private hospitals ($\beta=0.370$; $t=4.178$), but was insignificant for government hospitals, though positive ($\beta=0.132$; $t=1.361$). The significant β -value of 0.370 suggest that a unit increase in green packaging will increase non-financial performance of private hospitals by 37.0%. Furthermore, green promotion marketing practice showed a insignificant positive effect on the financial performance of

private ($\beta=0.104$; $t=0.190$), and insignificant negative effect on government hospitals ($\beta=-0.034$; $t=-0.408$). This implies that green promotion has no significant impact on the non-financial performance of both private and government hospitals.

4.7 Challenges associated with the implementation of green marketing practices among private and government hospitals

Regression analysis was conducted to evaluate the challenges influencing implementation of green marketing practices among private and government hospitals. Prior to the regression analysis, a composite variable was formed using the arithmetic mean of the latent variables including green product, green process, green packaging, and green promotion, to form a single latent variable, green marketing practices. Table 4.6 shows the details of the association between the implementation challenges and green marketing practices. From the table, it can be observed that unfavourable organization structure showed a significant negative effect on green marketing practices among private hospitals ($\beta= -0.365$; $t= -2.548$). Also, culture and attitude across organizational members showed a significant positive effect on green marketing practices among private hospitals ($\beta=0.535$; $t=3.763$). For government hospitals, only culture and attitude across organizational members was positively and significantly associated with green marketing practices ($\beta=0.485$; $t=3.090$).

Table 4.7: Association between the implementation challenges and green marketing practices.

Implementation challenges	Green Marketing Practices	
	Private Hospitals	Government Hospitals

	Beta	S.E	t-value	p-value	Beta	S.E	t-value	p-value
Lack of planning and controlling of operations	-0.187	0.138	-1.357	0.178	-0.239	0.142	-1.681	0.096
Unfavourable organization structure	-0.365	0.143	-2.548	0.012*	-0.248	0.146	-1.690	0.094
Culture and attitude across organizational members	0.535	0.142	3.763	0.000**	0.485	0.157	3.090	0.003*
High cost in implementing green practices	0.086	0.177	0.484	0.630	-0.003	0.173	-0.018	0.985
Management methods and techniques	0.205	0.172	1.192	0.236	0.276	0.177	1.555	0.123
Power and leadership structure across the supply chain	-0.192	0.190	-1.008	0.316	-0.185	0.195	-0.952	0.343

Note: S.E=Standard Error; p-value=<0.05*; p-value=<0.001**

4.8 Discussion

The present study sought to examine the green marketing practices of private and government hospitals and how it affects their financial and non financial performances. The study further sought to examine the challenges associated with the implementation of green marketing practices among private and government hospitals in Ghana.

4.8.1 The effect of green marketing practices on the financial performance private and government hospitals in Ghana

The present study examined the effect of green marketing practice on financial performance of both private and government hospitals. The findings showed a significant positive effect of green product marketing practices on financial performance of private hospitals, but that of government hospital was insignificant. This suggests that the practice of green product marketing enhances the financial performance of private hospitals but does not influence the financial performance of government hospitals. This finding agrees with that of the study by Dangelico and Pujari (2010) who noted green product as a significant key factor to achieve financial growth. Similarly, the study by Zhu et al. (2013) also found that customers were 13% more willing to pay purchase green products, supporting the findings of this study. Also, hospital's involvement in green products marketing strategies could reduce cost by offering a significant improvement on the basic characteristics, technical specification, enhance energy-saving (Wu et al., 2010), and provide environmentally friendly benefits higher than conventional products (Santamaria et al., 2012; Lin et al, 2013).

Likewise, the findings of this study revealed a significant positive effect of green packaging on the financial performance of private hospitals, but that of government hospital was insignificant. This finding indicates that when the packaging of materials are reduced to be environmentally friendly, it enhances the financial performance. This finding supports the assertion by Khan et al (2016) who noted that switching to green packaging, organizations will allow their product to gain a public image and increase marketing demand and user consumption, and thus enhance financial performance.

More so, the findings of this study also showed a significant positive effect of green process on financial performance of both private and government hospitals. This also suggest that the

practice of green process enhances financial performance. This finding is supports the notion by Alhadid and As'ad (2014) and Chen (2011) who indicated that the application of innovative ideas leading to the adoption of production processes and/or management practices create less or no negative economic impacts. Also, in agreement with this finding, Lu et al. (2007) asserted that engaging in green process market practices results in quality improvement and more profitable business.

Furthermore, green promotion marketing practices was found to have positive and significant influence on financial performance of both private and government hospital. This suggest that hospitals involvement in promoting or advertising a material which is environmentally user friendly enhances their financial performance, since consumers are convinced to purchase these items than other conventional materials. This finding agrees with that of the study by Jaju (2016) who noted that green promotion contribute in translating the consumer's perceived valued of green product into purchase, thereby increasing the financial growth of the related organizations.

4.8.2 The effect of green marketing practices on non-financial performance of private and government hospitals

This study also examined the effect of green marketing practice on non-financial performance of both private and government hospitals. The findings revealed a significant positive effect of green product marketing practices on the non-financial performance of both private and government hospitals. This finding suggests that green product marketing practices enhances the non-financial performance of hospitals including social and environmental performance. This finding supports the assertion by Dangelico and Pujari (2010), Zahari and Thurasamy (2012), and Lin et al. (2013), who noted that green products reduce the negative impacts and risks to the environment, enable the utilization of less resources, eliminate the use of toxic

agents, and prevent waste generation in the product's disposal phase as well as provides greater environmental benefits than conventional products.

Also, the findings of this study revealed a significant positive effect of green process marketing practices on the non-financial performance of both private and government hospital. Supporting the argument by Chen (2011) and Alhadid and As'ad (2014), the finding of this study suggests that hospital's ability to apply innovative ideas in their marketing practices influences their non-financial performance by creating less or no negative environmental, social, cultural and economic impact. Similarly, this finding agrees with that of the study by Conding et al (2013) and Huang and Wu (2010) who noted that green process innovative ideas including waste recycling, reuse, and remanufacturing of materials enhance the production process of a organizations as well as reduce environmental impact.

Furthermore, the findings of this study revealed a significant positive effect of green packaging marketing practices on non-financial performance of private hospital. This finding suggests that green packaging enhances the non-financial performance of private hospitals but has no significant influence on that of government hospitals. This finding supports that of they study by Emmett and Sood (2010), Sambu (2014), and Kumar et al. (2017) who found that green packaging causes less damage to the environment, reduces energy consumption, and improve sustainability of products.

4.8.3 Challenges associated with the implementation of green marketing practices among private and government hospitals

This study also examined challenges associated with the implementation of green marketing practices. The findings of this study revealed a significant association between culture and attitude across organizational members and green marketing practices for both private and government hospitals. This finding supports that of the study by Sharma and Singh (2015), and

suggests that suggests that hospitals implementation of green marketing practices is hinged on the culture and attitude of the staff members. That is, the kind of beliefs and attitude hospitals and the staff members hold influence their decision of implementing green marketing practices. Thus, positive belief and attitude towards green marketing practices facilitate its implementation whilst negative attitude and beliefs deters hospitals from implementing green marketing practices. Also, this study found a significant negative effect of unfavourable organization structure on green marketing practices among private hospitals. Consistent with this finding is the study by Conding et al (2013) and Huang and Wu (2010) who noted that good enabling environment can enhance the production process of a organizations. This suggests that when the structure of an organization in relation to productivity, employee turnover, and decision making is unfavourable, implementation of green marketing practice becomes difficult. Thus, low productivity, high employee turn over, misalignment of technology, and poor decision making which are key elements of organizational structure deters organizations from engaging green marketing practices.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study. It details the summary of the major findings of the study, drawn conclusions based on the results of the study, and appropriate recommendations made for further studies.

5.2 Summary of finding

The present study examined the effect of green marketing practices including green product, green process, green promotion, and green packaging on the financial and non-financial performance of both private and government hospitals. It also examined the some challenges associated with the implementation of green marketing practices among the private and government hospitals.

5.2.1 The effect of green marketing practices on the financial performance private and government hospitals in Ghana

The findings of the study revealed green product, green process, green packaging, and green promotion marketing to have positive and significant association with financial performance of private hospital. However, green process and green promotion marketing practices found to have positive and significant association with financial performance of government hospital.

5.2.2 The effect of green marketing practices on non-financial performance of private and government hospitals

The findings of this study showed a significant positive effect of green product, green process, and green packaging marketing practices on non-financial performance of private hospital.

Also, the findings showed a significant positive effect of green product and green process on non-financial performance of government hospital.

5.2.3 Challenges associated with the implementation of green marketing practices among private and government hospitals in Ghana

Regarding the challenges associated with the implementation of green marketing practices, this finding revealed that a significant positive effect of culture and attitude across organizational members on green marketing practices for both private and government hospitals. Also, this study found a significant negative effect of unfavourable organization structure on green marketing practices among private hospitals.

5.3 Conclusion

Based on the findings from this study, the following conclusions are made;

The present study established that green marketing practices enhances the financial performance of both private and government hospitals in the Kumasi Metropolis. However, specifically, the financial performance of private hospitals are enhanced by all the green marketing practices examined in this study (that is, green process, green product, green packaging, and green promotion marketing practices), but the financial performance of government hospitals are only enhanced by green process and green promotion marketing. Also, study established that green product, green process, and green packaging marketing practices affects the non-financial performance of private hospital positively whilst green process and green product marketing practices affects the non-financial performance of government hospitals positively.

Furthermore, this study established that culture and attitude across organizational members positively affects the implementation of green marketing practices among both private and

government hospitals. However, unfavourable organization structure negatively affects the implementation of green marketing practices among private hospitals.

5.4 Recommendations

Based on the findings of the study, the following recommendations are made;

5.4.1 The effect of green marketing practices on financial and non-financial performance of government and private hospital

To strengthen the green marketing practices, it is recommended that trainings in the form of workshops, seminars or internal meetings are organized by hospital stakeholders to enlighten them on the impact of green marketing practices especially on both the financial and non-financial aspect of the organization. The trainings can cut across various aspects of green marketing practices.

Also, hospitals should be proactive in their approach in applying ideas, techniques and measures that are environmentally friendly in their service delivery processes. By integrating green process and green product innovation into their long and short-term strategic plans, hospitals will be able to improve their good and service development which will meet the needs of consumers and in turn lead to improvement in a firm product performance financially. Also, hospitals are encouraged to adopt green promotion or advertisement and green process innovative strategies in their manufacturing processes to enhance their organizations' sense of green identity and to encourage green creativity, as this will enhance their firm's capability of sustainable development performance.

5.4.2 Challenges associated with the implementation of green marketing practices among private and government hospitals in Ghana

For effective implementation of green marketing practices, hospital managers and/or stakeholders are recommended to conduct more practical and feasible researches on the effect

of integrating green marketing practices in their service delivery activities. This can go a long way to help management to know if their firm adoption and integration of green marketing practices is contributing appreciably to the sustainability of the hospital, and if it does appropriate decisions can be made to review policies regarding the implementation of green marketing practices. This can help the hospitals to know the impact of green marketing practices on the environment and help meet the requirements and regulations of Environmental Protection Agency (EPA) in their service deliveries.



REFERENCES

- Adebanjo, D., & Mann, R. (2000). Identifying problems in forecasting consumer demand in the fast moving consumer goods sector. *Benchmarking: An International Journal*.
- Ahuja, N. (2015). Green banking in India: A review of literature. *International Journal for Research in Management and Pharmacy*, 4(1), 11-16.
- Akter, T., & Kim, W. S. (2012). Reversibly stretchable transparent conductive coatings of spray-deposited silver nanowires. *ACS applied materials & interfaces*, 4(4), 1855-1859.
- Alhadid, A. Y., & As' ad, H. A. R. (2014). The Impact of green innovation on organizational performance, environmental management behavior as a moderate variable: An analytical study on Nuqul group in Jordan. *International Journal of Business and Management*, 9(7), 51.
- Alniacik, U., & Yilmaz, C. (2012). The effectiveness of green advertising: influences of claim specificity, product's environmental relevance and consumers' pro-environmental orientation. *Amfiteatru Economic Journal*, 14(31), 207-222.
- Alsughayir, A. (2017). Does Green Product Innovation affect Performance of Saudi Chemical Industrial Firms?. *American Journal of Business and Management*, 6(1), 16-25.
- Amegbe, H., Owino, J. O., & Nuwasiima, A. (2017). Green marketing orientation (GMO) and performance of SMEs in Ghana.
- Banytė, J., Brazionienė, L., & Gadeikienė, A. (2010). Expression of green marketing developing the conception of corporate social responsibility. *Inžinerinė ekonomika*, 21(5), 550-560.

Bi, K., Bao, Q., & Feng, D. I. (2013). Effect Analysis Of Informatization Level To Green Process Innovation In Manufacturing Enterprises. *Journal of Theoretical & Applied Information Technology*, 47(2).

Bilal, M., Rasheed, T., Nabeel, F., Iqbal, H. M., & Zhao, Y. (2019). Hazardous contaminants in the environment and their laccase-assisted degradation—a review. *Journal of environmental management*, 234, 253-264.

Braimah, M., & Tweneboah-Koduah, E. Y. (2011). An exploratory study of the impact of green brand awareness on consumer purchase decisions in Ghana. *Journal of Marketing Development and Competitiveness*, 5(7), 11.

Brammer, S., Hoejmoser, S., & Marchant, K. (2012). Environmental management in SME s in the UK: Practices, pressures and perceived benefits. *Business Strategy and the Environment*, 21(7), 423-434.

Caniato, F., Caridi, M., Crippa, L., & Moretto, A. (2012). Environmental sustainability in fashion supply chains: An exploratory case based research. *International journal of production economics*, 135(2), 659-670.

Carlson, A., & Lee, C. C. (2015). Followership and social media marketing. *Academy of Marketing Studies Journal*, 19(1), 80.

Chamorro, A., Rubio, S., & Miranda, F. J. (2009). Characteristics of research on green marketing. *Business Strategy and the Environment*, 18(4), 223-239.

Chang, C. H. (2011). The influence of corporate environmental ethics on competitive advantage: The mediation role of green innovation. *Journal of Business Ethics*, 104(3), 361-370.

Charter, M., & Polonsky, M. J. (Eds.). (2017). *Greener marketing: a global perspective on greening marketing practice*. Routledge.

Chen, L. H. (2008). Internationalization or international marketing? Two frameworks for understanding international students' choice of Canadian universities. *Journal of Marketing for Higher Education*, 18(1), 1-33.

Chen, P. H., Ong, C. F., & Hsu, S. C. (2016). Understanding the relationships between environmental management practices and financial performances of multinational construction firms. *Journal of Cleaner Production*, 139, 750-760.

Chen, T. B., & Chai, L. T. (2010). Attitude towards the environment and green products: Consumers' perspective. *Management science and engineering*, 4(2), 27-39.

Chen, Y. S., & Chang, C. H. (2012). Enhance green purchase intentions. *Management Decision*.

Chiellini, E. (Ed.). (2008). *Environmentally compatible food packaging*. Elsevier.

Cho, Y. N., Thyroff, A., Rapert, M. I., Park, S. Y., & Lee, H. J. (2013). To be or not to be green: Exploring individualism and collectivism as antecedents of environmental behavior. *Journal of Business Research*, 66(8), 1052-1059.

Claudy, M. (2011). An empirical investigation of consumer resistance to green product innovation.

Conding, J., Habidin, N. F., Zubir, A. F. M., Hashim, S., & Lanang, N. A. S. (2013). A review: the impacts of green practices adoption on green performance in the Malaysian automotive industry. *Journal of Sustainable Development Studies*, 2(1).

Creswell, J. W., & Miller, D. L. (2000). Determining validity in qualitative inquiry. *Theory into practice*, 39(3), 124-130.

Cronin, J. J., Smith, J. S., Gleim, M. R., Ramirez, E., & Martinez, J. D. (2011). Green marketing strategies: an examination of stakeholders and the opportunities they present. *Journal of the Academy of Marketing Science*, 39(1), 158-174.

Dangelico, R. M., & Pujari, D. (2010). Mainstreaming green product innovation: Why and how companies integrate environmental sustainability. *Journal of business ethics*, 95(3), 471-486.

Dangelico, R. M., & Pujari, D. (2010). Mainstreaming green product innovation: Why and how companies integrate environmental sustainability. *Journal of business ethics*, 95(3), 471-486.

Davood, G. & Morteza, M. (2012). Knowledge Management capabilities and SMEs organisational performance. *Journal of Chinese Entrepreneurship*, 4 (1), 35-44.

De Boer, J. (2003). Sustainability labelling schemes: the logic of their claims and their functions for stakeholders. *Business Strategy and the Environment*, 12(4), 254-264.

Deshpande, N. M. (2011). A conceptual framework on green marketing—a tool for sustainable development. *International Journal of Sales and Marketing Management*, 1(1), 1-16.

Diab, D., Mohammed, H. E., Hassam Mansour, E., & Saad, O. (2016). Investigating the impact of key dimensions of service quality on customers' satisfaction and loyalty: Evidences from the restaurant industry in Sudan. *Marketing and branding research*, 3, 153-165.

Diab, S. M., Al-Bourini, F. A., & Abu-Rumman, A. H. (2015). The impact of green supply chain management practices on organizational performance: A study of Jordanian food industries. *J. Mgmt. & Sustainability*, 5, 149.

Diwekar, U. M., & Shastri, Y. N. (2010). Green process design, green energy, and sustainability: A systems analysis perspective. *Computers & chemical engineering*, 34(9), 1348-1355.

Edition. NYC: Merril.

Emmett, S., & Sood, V. (2010). *Green supply chains: an action manifesto*. John Wiley & Sons.

Fisk, G. (1974). *Marketing and the ecological crisis*.

Foster, S. T., Sampson, S. E., & Dunn, S. C. (2000). The impact of customer contact on environmental initiatives for service firms. *International Journal of Operations & Production Management*.

Fraenkel, J., Wallen, N., Sawin, E., & Jarvin, L. (2001). Statistics: S Is for Simplified. *Psyccritiques*, 46(2), 207-208.

Fuller, D. A., & Gillett, P. L. (1999). Sustainable marketing: Strategies playing in the background. In *American Marketing Association. Conference Proceedings* (Vol. 10, p. 222). American Marketing Association.

Gadenne, D. L., Kennedy, J., & McKeiver, C. (2009). An empirical study of environmental awareness and practices in SMEs. *Journal of Business Ethics*, 84(1), 45-63.

Gibson, B., & Cassar, G. (2005). Longitudinal analysis of relationships between planning and performance in small firms. *Small Business Economics*, 25(3), 207-222.

Gitobu, J., & Njoroge, J. M. (2015). Adoption of green marketing practises by hotels in Mombasa County, Kenya.

Goh, Y. N., & Wahid, N. A. (2015). A review on green purchase behaviour trend of Malaysian consumers. *Asian Social Science*, 11(2), 103.

- González, A. G., Pablos, F., Martín, M. J., León-Camacho, M., & Valdenebro, M. S. (2001). HPLC analysis of tocopherols and triglycerides in coffee and their use as authentication parameters. *Food chemistry*, 73(1), 93-101.
- Gössling, S. (2002). Global environmental consequences of tourism. *Global environmental change*, 12(4), 283-302.
- Green, S. M., Roback, M. G., Kennedy, R. M., & Krauss, B. (2011). Clinical practice guideline for emergency department ketamine dissociative sedation: 2011 update. *Annals of emergency medicine*, 57(5), 449-461.
- Handoko, S. (2012). Model Pengembangan Green Business Melalui Corporate Social Responsibility Pada Perusahaan Go Public di Bursa Efek Indonesia. *Jurnal Ilmiah Aset*, 14(1), 75-82.
- Hasan, Z., & Ali, N. A. (2015). The impact of green marketing strategy on the firm's performance in Malaysia. *Procedia-Social and Behavioral Sciences*, 172, 463-470.
- Henion, K. E., & Kinnear, T. C. (1976). A guide to ecological marketing. *Ecological Marketing. Columbus, Ohio: American Marketing Association*.
- Ho, J. C., Shalishali, M. K., Tseng, T., & Ang, D. S. (2009). Opportunities in green supply chain management. *The Coastal Business Journal*, 8(1), 18-31.
- Isa, S. M., & Yao, P. X. (2013). Investigating the preference for green packaging in consumer product choices: A choice-based conjoint approach. *Business Management Dynamics*, 3(2), 84.
- Iwanowski, K., & Rushmore, C. (1994). Introducing the Eco-Friendly Hotel: There are lots of reasons to pay attention to eco-tourism and, let's face it, the main ones have to do with money. *Cornell hotel and restaurant administration quarterly*, 35(1), 34-38.

Jaju, A. (2016). *A study of the Impact of Green Marketing on Consumer Purchasing Patterns and Decision Making in Telangana, India* (Doctoral dissertation, Dublin, National College of Ireland).

Kärnä, J., Hansen, E., & Juslin, H. (2003). Social responsibility in environmental marketing planning. *European journal of marketing*.

Kassaye, W. W. (2001). Green dilemma. *Marketing Intelligence & Planning*.

Keijzers, G. (2005). *Business, government and sustainable development* (Vol. 28). Psychology Press.

Khan, M., Hussain, M., & Ajmal, M. M. (Eds.). (2016). *Green supply chain management for sustainable business practice*. IGI Global.

Kirk, D. (1995). Environmental management in hotels. *International journal of contemporary hospitality management*.

Kong, T., Feng, T., & Ye, C. (2016). Advanced manufacturing technologies and green innovation: The role of internal environmental collaboration. *Sustainability*, 8(10), 1056.

Kotler, P., Armstrong, G., Ang, S. H., Leong, S. M., Tan, C. T., & Yau, O. (2009). *Principles of marketing: A global perspective*. Prentice-Hall.

Kumar, M., Agarwal, A., & Singh, P. (2017). Green packaging and marketing in promoting agribusiness. *Management*, 3(1).

Lee, A. H., Kang, H. Y., Hsu, C. F., & Hung, H. C. (2009). A green supplier selection model for high-tech industry. *Expert systems with applications*, 36(4), 7917-7927.

Leedy, P.D. & Ormrod, J. E. (2010) *Practical Research: Planning and Design*, Ninth

Leonidou, C. N., & Leonidou, L. C. (2011). Research into environmental marketing/management: a bibliographic analysis. *European Journal of Marketing*.

Leonidou, C. N., Katsikeas, C. S., & Morgan, N. A. (2013). "Greening" the marketing mix: do firms do it and does it pay off?. *Journal of the Academy of Marketing Science*, 41(2), 151-170.

Lieb, K. J., & Lieb, R. C. (2010). Environmental sustainability in the third-party logistics (3PL) industry. *International Journal of Physical Distribution & Logistics Management*.

Lin, R. J., Tan, K. H., & Geng, Y. (2013). Market demand, green product innovation, and firm performance: evidence from Vietnam motorcycle industry. *Journal of Cleaner Production*, 40, 101-107.

Liu, S., Kasturiratne, D., & Moizer, J. (2012). A hub-and-spoke model for multi-dimensional integration of green marketing and sustainable supply chain management. *Industrial Marketing Management*, 41(4), 581-588.

Lu, L. Y., Wu, C. H., & Kuo, T. C. (2007). Environmental principles applicable to green supplier evaluation by using multi-objective decision analysis. *International journal of production research*, 45(18-19), 4317-4331.

Lu, L., Bock, D., & Joseph, M. (2013). Green marketing: what the Millennials buy. *Journal of business strategy*.

Makhutla, E. N. (2014). *The impact of fast moving consumer goods on green consumerism* (Doctoral dissertation, University of Zululand).

Malhotra, R., Chan, A., Malhotra, C., & Østbye, T. (2010). Prevalence, awareness, treatment and control of hypertension in the elderly population of Singapore. *Hypertension Research*, 33(12), 1223-1231.

Mark, J., & Nwaiwu, J. N. (2015). Impact of political environment on business performance of multinational companies in Nigeria. *African Research Review*, 9(3), 1-10.

Meeus, M. T., & Edquist, C. (2006). Introduction product en process innovation. In *Innovation, science and institutional change* (pp. 24-37). Oxford University Press.

Menon, A., & Menon, A. (1997). Enviropreneurial marketing strategy: the emergence of corporate environmentalism as market strategy. *Journal of marketing*, 61(1), 51-67.

Mensah, I. (2006). Environmental management practices among hotels in the greater Accra region. *International Journal of Hospitality Management*, 25(3), 414-431.

Mogeni, L. M., & Kiarie, D. M. (2016). Effect of Green Logistics Practices on Performance of Supply Chains in Multinational Organizations in Kenya. *The International Journal of Business & Management*, 4(4), 189-198.

Muhammad, L., Mahadi, B., & Hussin, N. (2017). Influence of social capital on customer's relationship satisfaction in the Pakistani banking industry. *Asia Pacific Journal of Marketing and Logistics*.

Mutaminah dan Siyatimah (2012). Model Pengembangan Green Business untuk Peningkatan Kinerja Keuangan dan Kinerja Pasar. Forum Manajemen Indonesia. Yogyakarta

Nadaf, Y. B. R., & Nadaf, S. M. (2014). green marketing: challenges and strategies for Indian companies in 21st century. *International Journal of Research in Business Management*, 2(5), 91-104.

Nadim, A., & Lussier, R. N. (2012). Sustainability as a small business competitive strategy. *Journal of Small Business Strategy*, 21(2), 79-95.

Nanath, K., & Pillai, R. R. (2017). The influence of green is practices on competitive advantage: Mediation role of green innovation performance. *Information Systems Management, 34*(1), 3-19.

Needle, D., & Burns, J. (2010). *Business in context: An introduction to business and its environment*. Boston: South-Western Cengage Learning.

Nesbary, D. (2000). *Survey research and the world wide web*. Allyn & Bacon.

O'Regan, N., Sims, M. A., & Gallear, D. (2008). Leaders, loungers, laggards: The strategic-planning-environment-performance relationship re-visited in manufacturing SMEs. *Journal of Manufacturing Technology Management*.

Orlitzky, M., Siegel, D. S., & Waldman, D. A. (2011). Strategic corporate social responsibility and environmental sustainability. *Business & society, 50*(1), 6-27.

Ottman, J. A., Stafford, E. R., & Hartman, C. L. (2006). Avoiding green marketing myopia: Ways to improve consumer appeal for environmentally preferable products. *Environment: science and policy for sustainable development, 48*(5), 22-36.

Peattie, K., & Peattie, S. (1995). Sales promotion—a missed opportunity for services marketers?. *International Journal of Service Industry Management*.

Polonsky, M. J. (1994). An introduction to green marketing. *Electronic green journal, 1*(2).

Prakash, A. (2002). Green marketing, public policy and managerial strategies. *Business strategy and the environment, 11*(5), 285-297.

Pride, W., & Ferrell, O. C. (2010). *Marketing express*. Nelson Education.

Punitha, S., Aziz, Y. A., & Abd Rahman, A. (2016). Consumers' Perceptions of Green Marketing in the Hotel Industry. *Asian Social Science, 12*(1), 1.

Purnomo, P. K., & Widianingsih, L. P. (2012). The influence of environmental performance on financial performance with corporate social responsibility (CSR) disclosure as a moderating variable: evidence from listed companies in Indonesia. *Review of Integrative Business and Economics Research*, 1(1), 57.

Quoquab, F., Thurasamy, R., & Mohammad, J. (Eds.). (2017). *Driving green consumerism through strategic sustainability marketing*. IGI Global.

Ramakrishnan, S., Hishan, S. S., & Kanjanapathy, M. (2016). Corporate social responsibility in Malaysian apparel manufacturing industry: A study on corporate social responsibility website reporting. *International Review of Management and Marketing*, 6(4S).

Reinhardt, F. (1999). Market failure and the environmental policies of firms: Economic rationales for “beyond compliance” behavior. *Journal of industrial ecology*, 3(1), 9-21.

Rennings, K., & Ziegler, A. (2004). *Determinants of Environmental Innovations in Germany: Do Organizational Measures Matter? A Discrete Choice Analysis at the Firm Level* (No. 04-30). ZEW Discussion Papers.

Revell, A., Stokes, D., & Chen, H. (2010). Small businesses and the environment: turning over a new leaf?. *Business strategy and the environment*, 19(5), 273-288.

Sambu, F. K. (2016). Effect of green packaging on business performance in the manufacturing in Nairobi County, Kenya. *International Journal of Economics, Commerce and Management*, 4(2), 741-753.

Sarkar, A. N. (2012). Green branding and eco-innovations for evolving a sustainable green marketing strategy. *Asia-Pacific Journal of Management Research and Innovation*, 8(1), 39-58.

Saunders, M. N., & Bezzina, F. (2015). Reflections on conceptions of research methodology among management academics. *European management journal*, 33(5), 297-304.

Schlegelmilch, B. B., Bohlen, G. M., & Diamantopoulos, A. (1996). The link between green purchasing decisions and measures of environmental consciousness. *European journal of marketing*.

Schmuck, D., Matthes, J., Naderer, B., & Beaufort, M. (2018). The effects of environmental brand attributes and nature imagery in green advertising. *Environmental Communication*, 12(3), 414-429. Kumar and Kumar 2017

Sharma, A., Iyer, G. R., Mehrotra, A., & Krishnan, R. (2010). Sustainability and business-to-business marketing: A framework and implications. *Industrial marketing management*, 39(2), 330-341.

Sharma, D. K., & Singh, A. (2015). Salinity research in India-achievements, challenges and future prospects. *Water Energy Int*, 58, 35-45.

Sheehan, K., & Atkinson, L. (Eds.). (2016). *Green advertising and the reluctant consumer*. Routledge.

Shehu, A. M., & Mahmood, R. (2014). Influence of entrepreneurial orientation and business environment on small and medium firm performance: a pls approach. *Advances in Management and Applied Economics*, 4(4), 101.

Stainer, A., & Stainer, L. (1997). Ethical dimensions of environmental management. *European Business Review*.

Stanwick, S. D., & Stanwick, P. A. (2000). The relationship between environmental disclosures and financial performance: an empirical study of US firms. *Eco-Management and Auditing: The Journal of Corporate Environmental Management*, 7(4), 155-164.

Tan, C.L., Yeo, S.F., Goh, Y.N. and Chan, H.S. (2017) 'An examination of the factors influencing the green initiative and competitiveness of private higher education institutions in Malaysia', *Jurnal Pengurusan*, Vol. 51, No. 1, pp.87–99.

Tehrani, N. (2011). *Understanding green business*. AuthorHouse.

Thota, H., & Munir, Z. (2011). *Key concepts in innovation*. Macmillan International Higher Education.

Uddin, S. F., & Khan, M. N. (2016). Exploring green purchasing behaviour of young urban consumers. *South Asian Journal of Global Business Research*.

Uhlaner, L. M., Berent-Braun, M. M., Jeurissen, R. J., & de Wit, G. (2012). Beyond size: Predicting engagement in environmental management practices of Dutch SMEs. *Journal of Business Ethics*, 109(4), 411-429.

Vaccaro, A., Canizares, C. A., & Villacci, D. (2009). An affine arithmetic-based methodology for reliable power flow analysis in the presence of data uncertainty. *IEEE Transactions on Power Systems*, 25(2), 624-632.

Van Dam, Y. K., & Apeldoorn, P. A. (1996). Sustainable marketing. *Journal of macromarketing*, 16(2), 45-56.

Van den Berg, U., Labuschagne, J. P., & Van den Berg, H. (2013). The effects of greening the supplier and innovation on environmental performance and competitive advantage. *Journal of Transport and Supply Chain Management*, 7(1), 1-7.

Violeta, S., & Gheorghe, I. G. (2009). The green strategy mix—a new marketing approach. *Knowledge Management and Innovation in Advancing Economics—Analysis and Solutions*, 1(4), 1344-1347.

Wilson, A. (2002). Attitudes towards customer satisfaction measurement in the retail sector. *International Journal of Market Research*, 44(2), 1-9.

Wongrassamee, S., Simmons, J. E., & Gardiner, P. D. (2003). Performance measurement tools: the Balanced Scorecard and the EFQM Excellence Model. *Measuring business excellence*.

Wu, G. C., Cheng, Y. H., & Huang, S. Y. (2010). The study of knowledge transfer and green management performance in green supply chain management. *African Journal of Business Management*, 4(1), 044-048. Santamaria, Nieto, and Miles 2012

Xie, X., Huo, J., & Zou, H. (2019). Green process innovation, green product innovation, and corporate financial performance: A content analysis method. *Journal of Business Research*, 101, 697-706.

Yazdanifard, R., & Mercy, I. E. (2011). The impact of green marketing on customer satisfaction and environmental safety. In *2011 International Conference on Computer Communication and Management* (Vol. 5, No. 1, pp. 637-641).

Zahari, F., & Thurasamy, R. (2012, May). Linking green product innovation, technological and human resource capabilities: A conceptual model. In *2012 International Conference on Innovation Management and Technology Research* (pp. 162-167). IEEE.

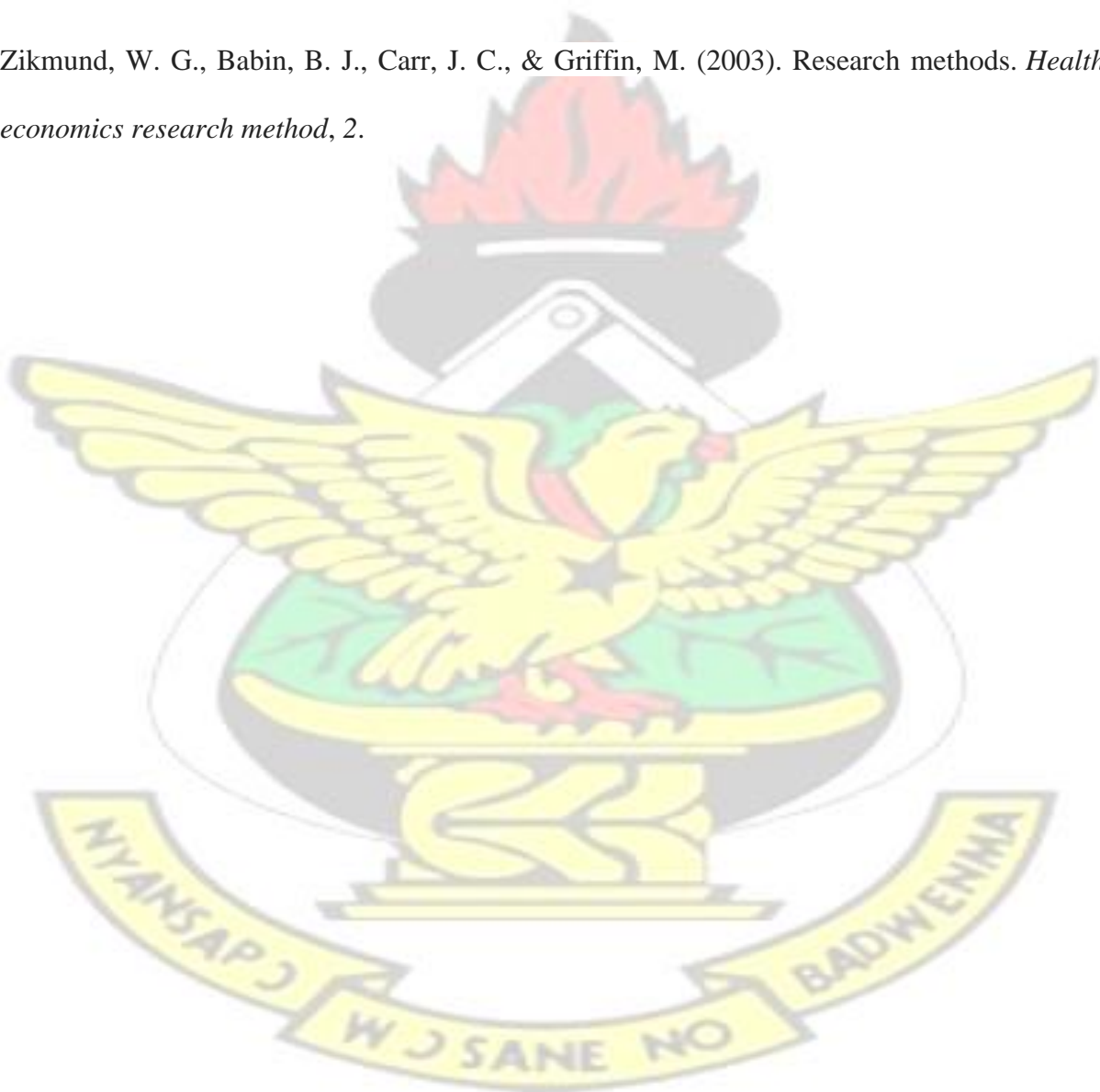
Zailani, S., Shaharudin, M. R., Govindasamy, V., Ismail, M., & Mahdzar, S. F. A. S. (2015, August). The eco-efficiency practices of the sustainable packaging and its effect towards sustainable supply chain performance. In *2015 International Symposium on Technology Management and Emerging Technologies (ISTMET)* (pp. 448-453). IEEE.

Zhang, D., Rong, Z., & Ji, Q. (2019). Green innovation and firm performance: Evidence from listed companies in China. *Resources, Conservation and Recycling*, 144, 48-55.

Zhu, Q., Sarkis, J., & Lai, K. H. (2013). Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices. *Journal of Purchasing and Supply Management*, 19(2), 106-117.

Ziegler, A., & Nogareda, J. S. (2009). Environmental management systems and technological environmental innovations: Exploring the causal relationship. *Research Policy*, 38(5), 885-893.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Research methods. *Health economics research method*, 2.



APPENDIX

QUESTIONNAIRE

This questionnaire seeks to collect data on Green marketing practices of private versus government hospitals in Ghana. The data gathered will be for academic purpose only and the confidentiality of respondents is assured. Please answer the questions that follow, ticking the appropriate boxes and/or providing your own answers where applicable. Thank you.

SECTION A: DEMOGRAPHICS OF RESPONDENTS

- 1 Gender of respondent ☐ Male ☐ Female
2. Age of respondent ☐ 18-28 ☐ 29-38 ☐ 39-48 ☐ 49-60 ☐ above 60
3. Marital Status ☐ single ☐ married ☐ divorced ☐ widowed ☐ Separated
4. Highest level of education
- ☐ JHS ☐ SHS ☐ Diploma/HND
- ☐ Degree ☐ Master's Degree ☐ PhD
5. Income level
- ☐ Below 500 ghc ☐ 501 – 1000 ghc ☐ 1001 – 1500 ghc
- ☐ 1501 – 2000 ghc ☐ 2001 – 3000 ghc ☐ Above 3000 ghc
6. How long have you been working for this institution?

☐ less than 1 year ☐ 2 years ☐ 3 years ☐ 4 years ☐ more than 4 years

SECTION B: GREEN MARKETING PRACTICES

Please using a scale of 1=Never; to 5=Always, how would you rate this firm's green marketing practices along the items shown in the table below:

	Never	Rarely	Sometimes	Often	Always
Green Product					
Buying and selling products with least percentage of the adverse reflections on the human beings					
Buying and selling of products with less pollution					
We only use products free of strong toxicity materials					
Our firm often places emphasis on developing new green-products through new technologies to simplify their package					

Our firm often places emphasis on developing new green-products through new technologies to use natural materials					
Green Packaging					
Product packaging biodegradable					
Provide recyclable packaging for products					
The packaging of our products is reusable					
We substitute our unfriendly packaging materials with friendly materials					
Our products have no excessive packaging					
Green Process					
The treatment process of the business effectively reduces the emission of hazardous substances or waste.					
The treatment process of the business recycles waste and emission that allow them to be treated and re-used					
The process of the business reduces the consumption of water, electricity, coal, or oil.					

The processes of the business reduces the use of raw materials					
Green Promotion					
Our messages on sustainability focus on environmental impact of the products					
Our messages on sustainability focus on environmental benefits of the products					
Our messages on sustainability intend to encourage environmentally responsible behaviour among consumers					
Our messages on sustainability focus on company's values regarding impact on environment					
Our messages on sustainability focus on company's mission regarding impact on environment					

SECTION C: FIRM FINANCIAL PERFORMANCE

On a scale of 1 to 5, 1=Strongly disagree, 5=Strongly agree, indicate the extent to which the following questions applies to you in this hospital

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Our market-share growth is the best in the industry					
Our sales turnover is the best in the industry					
Our Return on investment is better than competitors					
We have higher sales volumes than competitors					
Our profits are better than competitors					

SECTION D: NON-FINANCIAL PERFORMANCE

On a scale of 1 to 5, 1=Strongly disagree, 5=Strongly agree, indicate the extent to which the following questions applies to you in this hospital

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

We have the best Performance- appraisal results in the industry					
We have the best skill level of employees in the industry					
We have the best departmental communication in the industry					
Our resolution of customer complaints is the best in the industry					
Our customer loyalty/retention is the best in the industry					
Our quality reputation and award achievement is the best in the industry					

SECTION D: CHALLENGES

On a scale of 1 to 5, 1=Strongly disagree, 5=Strongly agree, indicate the extent to which the following problems hinder your practice of green marketing in this hospital

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Lack of Planning and Controlling of Operations					

Unfavourable Organisational Structure					
Culture and attitude across organisational members					
High cost in implementing green practices					
Management methods and techniques					
Power and leadership structure across the supply chain					

