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SCHOOL OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

THE EFFECT OF GREEN MARKETING STRATEGIES ON ORGANIZATIONAL PERFORMANCE AND THE MEDIATING ROLE OF CORPORATE ENVIRONMENTAL CULTURE AT ETHIO TELECOM

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Addis Ababa, Ethiopia

STATEMENT OF DECLARATION

I, Gebriel Girma, hereby declare that this thesis titled “The Effect of Green Marketing Strategies on Organizational Performance and the Mediating Role of Corporate Environmental Culture at Ethio Telecom " is my original work. It has been submitted in partial fulfillment of the requirements for the degree of Master of Art in Digital Marketing and E Commerce at School of Commerce Addis Ababa University. I confirm that: This work has not been submitted previously for any degree or qualification at any other university or institution. All sources of information have been properly acknowledged and referenced. The data presented in this thesis was collected through my own surveys conducted in the head quarter of Ethio Telecom, Addis Ababa. Any assistance received during the research process, including my advisor’s, has been acknowledged.

I take full responsibility for the accuracy and originality of this work.

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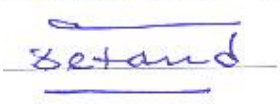
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This is to certify that Gebriel Girma has carried out this research work on the topic entitled “The Effect of Green Marketing Strategies on Organizational Performance and the Mediating Role of Corporate Environmental Culture at Ethio Telecom”. Under my supervision, this work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Master of Arts in Marketing Management (Digital Marketing and E-commerce).

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Abstract

The Continuous global warming has resulted in an increase in environmental awareness and environmental protection that has led more companies to adopt green marketing strategies. Ethio Telecom share Company faced many challenges and in an increasingly turbulent business environment which forces it to adjust its strategic responses and come up with green marketing strategies to deal with the ever-dynamic environment. The main aim of this research was to determine the effect of green marketing strategies on performance and the mediating role of corporate environmental culture of telecommunication companies in Ethiopia, in the case of Ethio telecom share Company. The study is focused on four theories: stakeholder theory Institution theory, Resource based view and Natural resource-based view. Empirical literature was also used in this research. The conceptual framework comprises independent, dependent and mediating variables A Descriptive survey design was used in this study. A sample size of 291 departmental executives, managers, staff and experts in Ethio Telecom share Company were involved. The study used a proportional stratified sampling technique. Questionnaires were used to collect Primary data through a drop pick method. Secondary data was acquired through sales records, annual and quarterly performance publications, trade magazines and future strategies plans. Information was presented in tables, charts and percentages. The information was presented and discussed based on every objective. This study has showed that at Ethio Telecom, green marketing strategies are not just symbolic gestures but are value creating strategic assets that increase organizational performance both directly and indirectly through the mediation of a strong corporate environmental culture. The findings further reveal that corporate environmental culture partially mediates this relationship, accounting for 51.6% of the total effect of green marketing strategies on organizational performance. The study concluded that green marketing strategies are not merely just a public relations tool but core strategic capabilities that create sustainable competitive advantage for Ethio Telecom by continuously enhancing immediate operational and financial outcomes while engraving environmental values into the soul of the organization. The main recommendation is to strengthen reward and recognition systems for behaviors, as this dimension scored lowest in the corporate environmental culture assessment. Green Marketing should be incorporated to organizations strategies as it could benefit the organization and the environment it operates in at large.

Key Words, Green Marketing Strategies, Corporate Environmental Culture, Organizational Performance, Ethio Telecom,

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ACRONYMS & ABREVIATIONS

ACT	Africa Centre for Technology
AMA	American Marketing Association
ANOVA	Analysis of Variance
B2B	Business to Business
CEC	Corporate Environmental Culture
CSR	Corporate Social Responsibility
EF	Environmentally Friendly
EU	European Union
GSCM	Green Supply Chain Management
GDP	Gross Domestic Product
GHGs	Greenhouse Gases
GMP	Green Marketing Practices
GMS	Green Marketing Strategies
NRBV	Natural Resource Based view
RBV	Resource Based view
R&D	Research and Development
ROI	Rate on Investment
OP	Organizational Performance

1. CHAPTER ONE: INTRODUCTION

The chapter contains the background of the problem, problem statement, objectives, and hypothesis, significance of the research, the scope, as well as limitations of the study.

In this present time of increasing environmental concerns and the needs for sustainable development, the global business ground has undergone a drastic transformation in recent years. This change has given a focus to the concept of green marketing, a strategic approach that includes the development of, promotion, and distribution of products and services that are environmentally friendly (Polonsky, 2011).

The Ethiopian business environment is characterized as a complex ground of rapid industrialization, increasing middle class with significant purchasing power, and growing environmental awareness. These implications have created an environment where companies should explore the sensitive balance between economic growth and environmental responsibility. In this context, green marketing strategies have arisen as a potential solution to this challenge, offering businesses the opportunity to Distinguish themselves in a intensified marketplace, reduce their environmental footprint, and cater to the expanding segment of environmentally conscious consumers (Jain & Kaur, 2004).

However, the adoption of green marketing strategies in Ethiopia comes with its challenges. Companies are challenged with problems, including higher costs associated with ecofriendly products, a gap of consumer awareness and willingness to pay premium prices for green products, and regulatory uncertainties that can hurt long term planning and investment in sustainable practices (Mathur & Mathur, 2000). Exploring these challenges and the strategies exercised by Ethiopian companies to overcome them is a must for developing an effective green marketing initiatives and applying for a more sustainable business environment.

1.1. Background of study

Many countries have passed strict laws and regulations that requires the reduction of industry carbon emission and greenhouse gas emissions to the atmosphere as well as moderation of the negative impact of such environmental challenges (Wang, 2009). Concerns about the preservation of natural resources have been intensified (Graff, 2010). Adverse environmental

effects such as global warming have been inexorably linked to human activity (Colceag & Guse, 2010). According to the United Nations Emissions Gap Report, the largest emitters of greenhouse gases (GHGs) are companies that operate in environmentally sensitive industries such as manufacturing businesses (UNDSD, 2001; Khalid & Dixon, 2012).

Globally, Wang (2009) asserts that, environmental problems have effects on people's lives across the world. Wang suggests that the emphasis on environmental awareness has also been increased with the general public paying more attention to the negative effect of global environmental threat.

Among the most threatening environmental issues as Wang (2009) suggests include; global warming, ozone layer depletion and hazardous wastes these pollutants pose greater risks to health and well-being of the ever-increasing human population. Continuous environmental degradation has resulted into increased environmental awareness that has led more companies in Ethiopia to embrace green marketing strategies.

1.2. Company Background

Telecom service was established in in 1894 during the launch of the telephone line was installed from Harar to Addis Ababa. Then throughout the urban was expanded in all other directions from the Addis Ababa to many important towns in the country were interconnected. The legal name of the Company is Ethio Telecom Share Company. The Company is based in Ethiopia. The Company was registered as a Share Company on 1 July 2024 in accordance with the Commercial Registration Proclamation.

The Company is one of the pioneers in telecom providers in Africa, having served telecommunication services over the last 130 years to the population of Ethiopia, building a well-established and recognized brand. The Company manlily operates in three operating segments, being Telecoms, Infrastructure Sharing, and Mobile Financial Services. The Company is also leading provider of mobile and technology devices in Ethiopia. The Company additionally has a major distribution and sales structure with 976 sales outlets.

In its Infrastructure Sharing segment, the Company allows Safaricom to share in the Company's extensive infrastructure. The Safaricom Infrastructure Agreement was signed in April 2022 and

infrastructure sharing began in October 2022. The Company successfully launched Telebirr in May 2021, which is the Company's mobile financial services system. During the year ended 30 June 2024 the Company transacted 547 million transactions at a transaction. Telebirr is considered the major mobile financial service offering currently available in Ethiopia and the Company is leveraging this success in its ambitions of bridging the financial inclusion gap by launching innovative financial products such as microcredit and micro savings in partnership with Dashen Bank and CBE.

1.3. Statement of the Problem

This research paper instigates the effect of green marketing strategy and corporate environmental culture on a firms' performance through an analysis on Concepts of Green Marketing Strategies. The answer for questions is based on the literature analysis. Despite the potential and benefits of green product and green marketing, (Peattie and Crane 2005; Gordon, Carrigan, & Hastings 2011; Gleim, Smith, Andrews, & Cronin 2013) revealed that green marketing has encountered some challenges. Manipulative advertisements, false promises, unclear labels, and irregular performance have increased the confusion among consumers, which cause a decreasing number of green products launched. This situation is labelled as "greenwashing". Pillai & Patil (2012) reported that "greenwashing" is a situation in which firms claim that a product is environmentally friendly products, but in reality, the product does not perform as it promised. The consumer skepticism on green product claims has influenced their attitudes towards green products and creates confusion among consumers as supported by Nyilasy, Gangadharbatla, & Paladin (2013).

This situation is particularly acute for Ethio Telecom. Despite the company's market leadership (94.5% share, 78.3 million subscribers) and documented environmental commitments including the deployment of Africa's first commercial Solar on Tower solution achieving a 40% reduction in diesel fuel consumption, the expansion of electric vehicle charging infrastructure preventing over 10 million kilograms of CO_2 emissions, and the mobilization of over 10,513 employees for tree planting activities the company operates in an environment characterized by a growing trust deficit around corporate sustainability claims. The core problem, therefore, is not simply whether green marketing strategies are implemented, but how they are implemented and perceived. A

significant gap exists in understanding how green marketing initiatives can effectively translate into improved organizational performance in this complex environment. Specifically, the role of internal organizational factors, such as corporate environmental culture, in mediating the relationship between external facing green marketing strategies and actual performance outcomes remains underexplored in the Ethiopian context. Understanding this mediating role is critical, as a strong internal culture may be the mechanism that ensures green marketing strategies are perceived as authentic, thereby building the consumer trust necessary for their success and ensuring their effective execution within the organization.

Therefore, this research paper is significant because it explores vast green marketing strategies adopted by Ethio Telecom. Given that knowledge about the existence of green initiatives in Ethiopia is still lacking, the study can add knowledge to the managers' understanding to refine their marketing strategy. Subsequently, the higher rate of success encourages other businesses to adopt the green initiatives therefore, it increases the number of firms and eventually incorporate the sustainability agenda.

1.4. Research Questions

1. What is the effect of green marketing strategies on organizational performance at Ethio Telecom?

2. What is the effect of green marketing strategies on corporate environmental culture?

3. What is the effect of corporate environmental culture on organizational performance?

4. Does corporate environmental culture mediate the relationship between green marketing strategies and organizational performance?

1.5. Objectives of the Study

1.5.1. General objective

The general objective of this research is to determine effects of green marketing strategies on performance and the mediating role of corporate environmental culture in Ethiopia's Telecommunication industry with a specific focus on Ethio Telecom.

1.5.2. Specific objectives

i. To examine the effect of green marketing strategies on organizational performance.
ii. To determine the effect of green marketing strategies on corporate environmental culture.
iii. To evaluate the effect of corporate environmental culture on organizational performance.
iv. To assess the mediating role of corporate environmental culture in the relationship between green marketing strategies and organizational performance.

1.6. Definition of Key Terms

Green Marketing Strategies: Environmentally friendly actions in product design, packaging, promotion, and distribution.

Corporate Environmental Culture: Shared values and behaviors of employees toward environmental protection.

Organizational Performance: Achievement of business goals such as productivity, efficiency, and profitability.

1.7. Significance of the Study

The research finding adds new insight and focus on the growing literature of green marketing in Ethiopia. In particular, the study is significant to the management of all telecommunication companies in Ethiopia because this study can act as an audit. The study is also important to consumers of these industries as a result of the study enlightens them on the green marketing practices of the industry. The study also provides valuable information to policy makers, especially within the industry and more so to Ethio Telecom; academicians, governments and government agencies and researchers.

1.8. Scope of the Study

The research study mainly focuses on green marketing strategies, corporate environmental culture and organizational performance of Ethio Telecom, Ethiopia. The study is delimited to Ethio Telecom, specifically focusing on its operations within Addis Ababa, Ethiopia. Data collection is centered at the company's headquarters in Addis Ababa, ensuring the findings reflect the strategic environment of the Ethiopian telecommunication industry.

Conceptually, this research focuses on the connections of green marketing strategies and organizational performance and the mediating role of corporate environmental culture. The study examines green marketing through dimensions such as green product development, green pricing, and eco-friendly promotion, while Corporate Environmental Culture through management commitment to environmental sustainability, employee environmental awareness, internal environmental policies and guidelines, environmental training and education programs performance was measured through both financial and non-financial indicators relevant to the industry it operates in.

The study adopted a quantitative research approach with a descriptive research design. Data was gathered using structured questionnaires distributed to a target population of 291 employees. This approach emphasizes fact finding and statistical analysis to describe the relationship between the identified variables.

The research is cross sectional and was conducted over a period of approximately four months. The study commenced in October 2026 and is scheduled for completion in May 2026, covering the phases of proposal development, data collection, analysis, and final reporting.

1.9. Organization of the Study

The study is organized into five comprehensive chapters that detail the research process from the initial introduction to the final recommendations. Chapter One serves as the introduction, covering the background of the study, the problem statement, research objectives, hypotheses, significance, and the scope and limitations of the research. Chapter Two comprises a literature review focused on green marketing strategies, corporate environmental culture, and firm performance, including theoretical and empirical reviews. Chapter Three details the research methodology, including the design, target population, sampling techniques, and data collection and analysis procedures. Chapter Four presents the data analysis, presentation, and interpretation of findings. Finally, Chapter Five provides a summary of the findings, conclusions, and specific recommendations based on the study.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

Chapter Two gives scholarly literature on green marketing practices, corporate environmental practice and organizational performance. It is divided into three sections. First, it focused on theories around green marketing; secondly, it looked at what literature is all about and addressed the impact of green marketing practices. Thirdly, it analyzed the challenges of implementing green marketing strategies the industry.

2.2. Theoretical review

The theoretical review is the process or structure that holds or supports a theory or theories of a research study. The theoretical review process introduces the describing theories that explains why the research problem under study exists.

2.2.1. Sustainability

The term ‘sustainable’ became a popular in recent literature. It discusses the basic premise, that businesses have a responsibility to satisfy the human needs and wants while preserving nature. The current ecological challenges demand the managers to formulate strategies that control pollutions and preserve the natural resources. Millar, Hind, & Magala (2012) stated that to integrate sustainability into the organization still a challenge and difficult for many leaders, however Saxena and Khandelwal, (2012b) reported that green economy is a profitable sector that comprises green product, organic agriculture, renewable energy, clean technology and natural resources, which suggest that marketer must capitalize this opportunity in order to gain competitive advantage. As a result, several industries are embracing green business strategy to ensure their long-term sustainable growth by integrating green features into their business operations. Even though it is on a voluntary basis, more and more companies are taking this initiative and it is becoming one of the main agenda and important strategic concerns among companies. The significant expansion of new green industries was one of the signs of marketers' positive attention to this. The remarkable growth of new green industries indicated the positive attention by marketers. There is some evidence that various types of companies switch to adopt green philosophies such as traditional manufacturing companies become more profitable after transform to green manufacturing system (Taylor, Chuang, & Yang, 2013). The retail outlet is

also promoting the green image (Yusof, Musa, & Rahman, 2012). The agriculture industries also respond in producing foods without harming to the environment and consumers health (Pellegrini & Farinello, 2009). The hotel and tourism industries also involved in changing their business towards green hotel and eco-tourism (Graci & Dodds, 2008; Punitha & Mohd Rasdi, 2013; Chan, 2013). In addition, the concept of purchasing green products become popular as the numbers of consumers that willing to purchase that are environmentally-friendly are significantly increasing. Dangelico & Pujari (2010) reported that the size of the green markets is also increasing and is getting bigger in the future. In line with this, the green industry also shown a positive and emerging trends as Saxena & Khandelwal (2010) found that people in India have high concern for greener environment thus are shifting their preferences from grey products to green products. While many companies are struggling to form green business strategies, it is not explicitly discussed on the impacts of green marketing strategy on the firms' performance. As suggested by Kumar, Rahman, & Kazmi (2013), very few researches reflecting on sustainability marketing strategy and this area can be explored further. Similarly, Tiwari, Tripathi, Srivastava, & Yadav (2011) claims that the green marketing is still in its infancy and a lot of research is to be done. Chabowski, Mena, & Gonzalez-Padron (2011) supported that marketing plays an important role in driving the firms' performance. Hence, this implies that the involvement of green marketing is crucial and inevitable.

2.2.2 Stakeholder theory

Stakeholder theory is a concept about what the organization should look like and how it should be conceptualized. Friedman, (2006) states that the organization itself should be thought of or seen as grouping of stakeholders and its purpose should be to manage their interests, needs and viewpoints. Stakeholder therefore, is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984).

Richard Edward Freeman (1984) is credited with popularizing the stakeholder theory built on the process work of Ian Mitroff, Richard Mason and James Emshoff 1960s. Friedman (2006) identified the main groups of stakeholders as: Customers, Employees, Local communities, Shareholders, Suppliers and distributors. Other groups considered stakeholders by Friedman include: The media, the public in general, Business partners, Government, regulators,

policymakers, Future generations, past generations (founders of organizations), NGOs or activists, Financiers, Academics and Competitors. This study has a number of links to stakeholder theory. First, it will be used as a major reference for this research study. Secondly, it will serve as a reference point for the range of practical actions that are made when determining the impact on stakeholders of an organization's decisions, trying to minimize harm and maximize stakeholder benefit. Finally, it suggests that businesses should operate in ways that do not only have profit at their center and that operational thinking should evolve from being solely about making money to also considering the potential impacts of specific operational decisions. According to Ochieng, (2014), stakeholder theory is a useful framework for examining the green marketing strategies implementation and their influence on commercial banks' cost management in Kenya. This theory is relevant to this study because all players must be involved in ensuring that products sold out there meet the legal requirement on safety quality and measure; environmental protection should be a consulted effort by all stakeholders.

2.2.3 Institutional theory

This theory was founded by Philip Selznick, (1957) he viewed organizational structure as an adaptive vehicle shaped in reaction to the characteristics and commitments of participants as well as to influences and constraints from the external environment. Institutionalization refers to this adaptive process: "In what is perhaps its most significant meaning, 'to institutionalize' is to infuse with value beyond the technical requirements of the task at hand" (Selznick, 1957). Institutional theory argues that ‘external pressures’ affect organizations through the influence of institutional environment and not necessarily by the need for efficiency (Meyer and Rowan, 1977; DiMaggio & Powell, 1983). According to Scott (1995), institutions can be conceptualized as cognitive, normative, and regulative social structures and processes that create stability and meaning to social behavior (Martínez, 1999). When applying institutional theory, it is concluded that there are many firms that do not operate for the sole purpose of maximizing profit. Rather, firms will have policies that respond to external pressures of legitimacy, while also reflecting the effects of non-market institutions on the contracts. Furthermore, institutional theory seeks to understand the impact that societies' expectations regarding appropriate behavior have on the structure and practices of businesses (Handelman and Arnold 1999).

According to Hartand Ahuja (1997), the aspects of social responsibility and the desire to win the trust of external institutions are among major consideration for Firms in the effort to green their products and policies. Organizations consider these approaches to be ethically right and worth doing. In the short run such policies might or might not produce desired profits but in the long term, socially responsible policies could have economic payoffs. This theory is relevant to this study because it advocates for corporate social responsibility which is an ethical thing for firms to practice. This theory supports green marketing and performance of firms in various aspects: it does not advocate for profit maximization alone but also corporate social responsibility in areas such as products benefits, distribution and advertising claims.

2.2.4 Resource Based View

The strategic management theories have grown to fulfill the internal and external needs of the organization's requirements. According to Omalaja et al. (2011), the strategic management theories were mainly from the systems perspective, contingency approach, and information management approach to corporate management. Initially, strategic management concentrated on business concepts that impact the organization's performance (Hoskisson, Hitt, Wan, & Yiu, 1999). Fleming etal. (1996) assert that strategic management was founded on Chandler's work that focused on the strategic change leads to structural change. The study also declaring that strategic management consists of strategy and structure.

Thus, in many concerns, the study on the resource-based view (RBV) theory has shown that it requires various methods to identify, measure, and understand the firm resources within the organization (Hoskisson et al., 1999). Numerous previous researches show the RBV as a frame of reference to understand the extent to which different capabilities contribute value to the organization (Raduan, Jegak, Haslinda, & Alimin, 2009). A company that has resources not only help them gain a competitive advantage but also improve their performance soon. As Wade & Hulland (2008), resources are "the assets and capabilities that are both available and effective in identifying and responding to market opportunities or threats". These definitions imply that the combination of assets and capabilities are the resources that are to be brought within an organization. Firstly, assets are all tangible and intangible things that are used to carry out organizational activities, and secondly, capabilities refer to the skills and related processes.

The RBV theory provides a valuable way for any researcher to think about how the resources relate to organization strategy and performance. Earlier, Barney (1991) claimed that resources that are valuable, rare and inimitable, and non-substitutable can make firms develop and remain competitive advantages. He also added that the valuable resources must support the organization to lead to high sales, low operating cost, high return, and added financial value to the organization. A continued understanding of the changing business environment, greater efficiency and effectiveness of management, and improvement on customer satisfaction can be obtained if the resources are valuable (Wade & Hulland, 2008). Therefore, Madhani (2010) implied that the resource value can be seen when the resources are used to reduce a firm's cost and to increase the firm's revenue. The dynamic capabilities will change parallel to the changes of resources due to changes in market conditions. The processes to integrate, reconfigure, gain and release resources are related to the dynamic capabilities in RBV (Raduan et al., 2009). The resources and dynamic capabilities must be adjusted and changed over time-based to keep their relevance in management. The organization can develop value by enhancing the strategies according to their resources and capabilities (Cruz & Haugan, 2019).

2.2.5. Natural Resource based View

Hart's (1995) natural-resource-based view of the firm (NRBV) is a prominent theory in academia, emerging with particular significance in sustainable operations literature (Chicksand et al, 2012; Johnson et al, 2014; Marshall et al, 2015). Comprising four resources intended to maximize both sustainability and competitiveness, the NRBV may respond to the growing need for ecological and societal development in business operations. However, scholars highlight a lack of explanation of competitive resources in operations (Laosirihongthong et al, 2013; Hughes et al, 2018). Of particular significance are criticisms of infeasibility, which arise from the resource -based theory roots of the NRBV. The tacit nature of resources and their intended heterogeneity, scarcity, inimitability and non-substitutability (Powell, 1992; Lockett et al, 2009) has long warranted concerns of impracticality and unattainability (Grant, 1991; Lockett etal, 2009; Hughes et al, 2018). It is for such reasons that academics have argued NRBV resources do not exist in practice (Hart & Dowell, 2011; Ashby et al, 2012).

Such is the complexity of competitive resources that Lockett et al (2009) suggest it has deterred their empirical investigation. In particular it is argued that their tacit existence prevents

observation (Butler & Priem, 2001), whilst their heterogeneity, scarcity and inimitability limit the value of their definition at all (Christmann, 2000).

But one might argue this is simply a reflection of a positivistic predominant of resource-based theory literature (Acedo et al, 2006), which hardly allows the investigation of intangibles and the inclusion of contextualities. Positivism's focus on tangible or quantifiable realities is at odds with the heterogenous and tacit nature of competitive resources. Yet, by not conducting empirical studies, academic research has barely contributed to the improvement of resource-based theory or the NRBV (Hart & Dowell, 2011). Besides, it is possible to explain the assertions that the NRBV is not only a theoretical model but also a real one, can partly be attributed to poor research methods, which is a justification for an alternative means of research (Acedo et al, 2006; Newbert, 2007). In particular the need to examine the existence of NRBV resources in practice emerges with significance. Literature notes a lack of practical understanding of NRBV resources (Mencug & Ozanne, 2005) and their role in competitive sustainability (Li & Lui, 2014). Existing understandings of the NRBV are predominantly based on conceptualisation (e.g. Hart, 1995; 1997; Prahalad & Hart, 2002; Shi et al, 2012) or limited to a narrow focus (Marshall et al, 2015) exclusive of all four resources (e.g. Russo & Fouts, 1997; Aragon-Correa & Sharma, 2003; Mencug & Ozanne, 2005; Shi etal, 2012; Miemczyk et al, 2016). Hart & Dowell (2011, p1476) present this as a research gap, calling for the NRBV to be ‘fully integrated into strategic management theory and practice’.

2.2.6 Legitimacy Theory

Legitimacy theory is derived from the concept of organizational legitimacy, which has been defined by Dowling and Pfeffer (1975, p. 122) as a condition or status which exists when an entity’s value system is congruent with the value system of the larger social system of which the entity is a part. An entity's legitimacy can be threatened when a divergence between the two value systems exists, either presently or potentially. According to legitimacy theory, entities always attempt to operate within societal boundaries and norms so as to maintain legitimacy. In adopting a legitimacy theory perspective, a company would voluntarily report on activities if management perceived that those activities were expected by the communities in which it operates (Deegan 2002; Deegan, Rankin and Voght 2000; Cormier and Gordon 2001).

Legitimacy theory relies on the notion that there is a 'social contract' between a company and the society in which it operates (Deegan 2000; Deegan 2002; Mathew 1993; Patten 1991; 1992). Shocker and Sethi (1973, p. 67) provide an overview of the concept of a social contract: Any social institution and business is no exception operates in society via a social contract, expressed or implied, whereby its survival and growth are based on:

(1) the delivery of some socially desirable ends to society in general; and

(2) the distribution of economic, social or political benefits to groups from which it derives its power.

The social contract is used to represent the myriad expectations society has about how an organisation should conduct its operations (Deegan 2000; Mathew 1993). An organization will face threats to its continued existence if the community believes that the organization has violated its social contract (Deegan, 2002). If society perceives that the organization does not operate with legitimacy, society will terminate the organization's contract to operate (Deegan and Rankin, 1997). Deegan (2002a) provides examples of how this may be done: consumers may reduce the demand for the organisation's products; factory suppliers may eliminate the supply of labour and financial capital to the business; or consitituents may lobby government for increased taxes, fines or laws to prohibit those actions which do not conform with the expectations of the community. A social contract is hard to define as it can be made explicit or simply implied and it is not fixed. Because of this, the 'terms' of the social contract are not knowable with any accuracy, and different managers may have different views on these various terms (Deegan 2000; O'Donovan 2002). Gray, Owen and Adams (1996) indicate that legal requirements provide the explicit terms of the contract, while other non-legislated societal expectations embody the implicit terms of the contract. It is in relation to the implicit terms of the contract that managers' perceptions may vary greatly (Deegan 2002). Additionally, societal expectations are not permanent, but rather change over time; hence, the conditions under the social contract on which social approval is conferred, change over time. Organizations must respond to their environments (Deegan 2000: 253) and demonstrate how they have adapted to them through disclosure about the changes that they have undergone over time due to community expectation changes. Because of the significant implications that are associated with perceived violations of the social contract

with the community, it is critical to examine what type of remedial action may be taken by organisations as a means of surviving.

2.2.7 Social Identity Theory

Since it was first proposed in the 1970s, social identity theory has been recognized as one of the major theories in social psychology. Essentially, it argues that in many social contexts, one tends to identify oneself and the others mainly as group members or partisans rather than as individuals. When the social identity is highlighted strongly, it will probably influence one's self-concept and actions the most. Ingroup favoritism the tendency to allocate more points to a member of one's own group ("us") than to a member of another group ("them") induces people to behave differently toward ingroup and outgroup members (e.g., Tajfel, 1978). People's responses are thus understood in terms of subjective beliefs about different groups and their relationships rather than objective individual characteristics or their material benefits. Social identity theory has increasingly been applied in the recent political science literature. Recently, political partisanship has become so important that it Quite a bit shapes political behavior today. That means, this theory has been used for explaining the characteristics of political partisanship, how it emerged through the convergence of different identities, changes in people's attachment to different political parties over time, and how it can evoke strong emotions and mobilize people politically (e.g. Huddy & Bankert, 2017; Kalin & Sambanis, 2018). Mainly, the social identity approach to the study of partisanship gives a rational basis for understanding how individuals' motivations can be influenced by nonmaterial or emotional incentives that lead to rational behavior. For instance, in the United States, the greater emotionality of strong partisans, especially their greater anger in response to threats, helps to explain the vitriolic nature of current party politics (e.g., Iyengar et al., 2019). The research has broadened its study to include how political elites strategically use ethnic group identity through electoral mobilization and ways in which this continues to create partisan division and conflict in society. This entry will summarize the basic ideas behind social identity theory, summarize how the theory has been applied within political science literature and the findings of those applications, and examine both the continuing applications and theoretical bases for the future of political communication.

The concept of social identity was first introduced and developed by a series of works by Henri Tajfel a Jewish survivor of World War II of Polish birth and his colleagues based on his personal

experiences of discrimination and intergroup conflict. Social identity is defined as "part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the emotional significance attached to that membership" (Tajfel, 1974, p.64). Social identity theory has then developed to understand and explain how people adopt and behave in terms of such social identities.

The theory points to the implications of social identity for an individual's perceptions and behaviors. Social identity theory conceives of the processes of (i) social categorization, (ii) social comparison, and (iii) social identification as ways in which people actively define social reality and their position relative to others (Tajfel, 1978). First, social categorization is described as depersonalization, a psychological process through which people perceive the self as an interchangeable exemplar of a social category rather than as a separate individual with unique traits. Here, social identity works as a simplifying mechanism to reduce uncertainty about the world. Because there is no objective standard that enables us to assess the different groups, individuals tend to decide whether a group is "good" or "bad" at something by comparing the characteristics that are seen to the traits ascribed to other groups (Tajfel, 1978).

Finally, social identification is key to disclosing how groups of people differ from object categories that the individual can also be seen as belonging to a social group (Tajfel, 1974, 1978). Importantly, social identification not only refers to the cognitive awareness that one can be included in a particular group but also incorporates the emotional significance that group membership exerts on individuals (Tajfel, 1974, 1978). To the extent that people care about the groups to which they belong to (i.e., ingroup), they will be motivated to emphasize the distinct identity of those groups and uphold, protect, or enhance the value afforded to them and their members. Occasionally, this may occur at the expense of other groups and their members (i.e., outgroups).

Thus, people are motivated to emphasize and secure how their group is positively distinct from other groups (Tajfel, 1978). On the other hand, people may quite possibly respond in a very hostile manner when they feel that the status of their group is challenged. So, the main idea behind social identity theory is that, apart from individual self-definition, the group may also play a role in self-defining people. Social identity theory further provides a framework for

understanding how people pursue various self-enhancement strategies and react to different forms of identity threat.

2.3 Hypotheses Development

2.3.1 Effect of Green Marketing Strategies on Corporate Environmental Culture (H_1)

Drawing from stakeholder theory (Freeman, 1984) and institutional theory (DiMaggio & Powell, 1983), green marketing strategies signal organizational commitment to environmental stewardship, which over time cultivates a shared corporate environmental culture. Empirical evidence from Ann et al. (2006), Punitha and Mohd Rasdi (2013), and Graci and Dodds (2008) supports this relationship.

H_1: Green marketing strategies have a positive and significant effect on corporate environmental culture.

2.3.2 Effect of Corporate Environmental Culture on Organizational Performance (H_2)

The Resource-Based View (Barney, 1991) and Natural Resource-Based View (Hart, 1995) suggest that corporate environmental culture, as a valuable, rare, and inimitable intangible resource, generates sustainable competitive advantage and superior performance. Empirical studies by Chen, Lai, and Wen (2006), Rajendran et al. (2008), and Fraj, Martínez, and Matute (2011) confirm this relationship.

H_2: Corporate environmental culture has a positive and significant effect on organizational performance.

2.3.3 Effect of Green Marketing Strategies on Organizational Performance (H_3)

Stakeholder theory and sustainability theory suggest that green marketing strategies directly improve organizational performance through operational cost savings, enhanced brand differentiation, and customer loyalty. Empirical evidence from Cronin et al. (2011), Katsikeas, Leonidou, and Morgan (2012), and Kirimi (2014) supports this relationship.

H_3: Green marketing strategies have a positive and significant effect on organizational performance.

2.3.4 Mediating Role of Corporate Environmental Culture (H_4)

Integrating RBV, NRBV, and legitimacy theory, this study posits that corporate environmental culture serves as a mediating mechanism through which green marketing strategies generate sustained performance improvements. Empirical support is provided by Nagpal et al. (2025) and P Nagpal, Pawar, and Sanjay (2024).

H_4: Corporate environmental culture mediates the relationship between green marketing strategies and organizational performance.

2.4 Empirical Review

2.4.1 Concepts of Green Marketing Strategy

Green marketing strategy is a term that is also sometimes used interchangeably with sustainable marketing strategy, environmental marketing strategy, etc. to denote different practices and initiatives of the companies for promoting ecologically responsible products and services. To meet the increasing customer preference for sustainable products and services, the fmcgs are supposed to make use of environmentally friendly factors in their marketing mix that includes packaging, distribution, and communication of the products as well. Through the definitions and viewpoints of various authors, a green marketing strategy's importance and its effect have been illustrated. Kotler (2010) - considered a marketing guru and one of the top theorists in the field - describes green marketing strategy as "the design development promotion, and distribution of products that do not cause any environmental harm." Per him, a company that intends to market an environmentally friendly product should communicate the environmental advantages of their products properly as well as factor in the environment at the production stage through distribution and finally, product disposal. Leading Sustainability and green marketing practitioner Ottman has (2011) a more tactical green marketing in her blog putting green marketing benefits as argument made that by satisfying customers who are becoming increasingly dependent on the environment by offering products and/or services firms can gain a competitive advantage. The key to yielding long-term value is embedding sustainability deeply into the core company strategy and value proposition, based on Jones (2010) a specialist in environmental marketing who has discussed the strategic aspects as well as the green marketing strategy-related problems and challenges. He further states that companies need to be sure that

their environmental claims are real and can be supported rather than just finding ways to cover up their clean green washing. For a green marketing plan to be successful, he emphasizes the significance of stakeholder engagement, consumer education, and openness.

2.4.2 Green marketing

The term "green marketing" can be described more broadly, including consumer goods as well as industrial goods and services. In practice, there are many activities that fall within the definition of green marketing, such as changing the product itself, changing the production process, changing the packaging or advertising. Based on these observations, Polonsky (1994) stressed that there is no one commonly accepted definition of "green marketing". Therefore researchers have varying definitions of "green marketing" as well as varying methods for studying "green marketing". Reviewing the literature produced by other scholars can provide helpful information about how to create an accurate definition of the term. Fuller (1999, p.4) explained green marketing as a method of planning, implementing, and supervising the production pricing promotion, and distribution of goods so that they satisfy these three criteria:

(i) The customers' needs are fulfilled,

(ii) The aims of the company are realized, and

(iii) The process is in harmony with natural environments.

In 1994, Peattie and Charter provided a definition of green marketing, describing it as "a thorough management approach responsible for identifying, predicting and satisfying the needs of both consumers and society in a profitable and environmentally sustainable manner". He (1995, p.2) described marketing as all the activities that are geared toward creating and facilitating any exchanges that are meant to satisfy human needs or wants, where the satisfaction should be with the least negative impact on the natural environment.

Polonsky's definition not only refers to the basic elements of what marketing is, but also it emphasizes the protection of the natural environment by seeking to lessen the harmful effects that the exchange process would have on the environment. His definition was used as a basis in this research. Prakash (2002) stated that "companies can 'green' themselves through three different ways: value-addition processes (company level); management systems (company level) and/or products (product level)."

Green value-addition processes might mean any of this: reengineering, eliminating their source, and changing the technology-all aimed at lowering environmental impact externally communicated for all stages (Charter and Polousky, 1999). In Ottman's (1993) view, green marketing achieves two principal objectives: firstly, to create products that satisfy consumers' pulls for comfort, cheapness and good quality yet at the same time being least harmful to the environment; secondly, to demonstrate a great image of quality inclusive of the environmental attributes not only in the product features but also by the producer's record of environmental compliance. For this research, the definition of Fuller (1999) was used.

2.4.3 Sustainable Product Design and Eco-friendly Packaging

Green products originate from actions and decisions relating to products aimed at preserving or benefiting the natural environment. Katsikeas, Leonidou and Morgan, (2012) Carried out an exploratory study on “Greening” the marketing mix, The study was done in UK, targeting 65 manufacturers; their results findings indicate that green product positively affects firms' market performance. These findings revealed that green product and green distribution programs are much more effective in differentiating value offerings of the company than green pricing and green promotion programs. This research was done in UK (context) and not Ethiopia. Ottman (1997) suggests that eco-friendly products are more durable and non-toxic made from recycled material, repairable products with sources of raw materials that are sustainable. The packaging and labeling process of products in a manner friendly to the environment is a big challenge to several organizations, (Belz and Peattie, 2009).

2.4.4 Green Innovation

According to Chen, Lai, & Wen (2006), green innovation can be divided into green products and processes, including the innovation in technologies that are involved in the design of green products, using the energy saving, waste recycling, and technology to prevent the pollution. Green innovation has become one of the important strategic tools to obtain sustainable development in manufacturing industries because of the increasing environmental pressure (Chang, 2011). For a Small Medium Enterprises (SMEs), green innovation includes in the development of new more environmentally-friendly products and changing process or production

method (Oxborrow & Brindley, 2013). Green innovation is closely related to the new product development.

The intensity of global competition and changes in the consumer preferences enforce the need of new product development (NPD). Pujari, Wright, & Peattie (2003) refer the green product development as environmental new product development (ENPD) which assimilates the environmental issues into the product design. Thus, re-design the existing products by using the natural resources, material, disposal or production with the aim to reduce the impact on environments can also be considered as a green product. On the other hand, Johansson (2002) used the terms eco-design in explaining the product that reflect minimize on the environmental impacts without compromising the product criteria such as quality and performance. Ar (2012) concluded that all technologies and innovation which have developed a new product or services that provide positive environmental benefits is the key factor to sustainability for firms. Pursuing this further, more companies are willing to invest and put more efforts on developing green innovations.

Therefore, developing green innovations is a win–win solution for the conflict between economic development and environmental protection (Chang, 2011). Bansal (2002) recommended that companies need to adopt product and process innovation in order mitigate the impact of the product and services on the environment. Pujari et al. (2003) also highlighted on product stewardship efforts which covers all aspects of managing products, their performance and impacts. It showed that the green product innovation is generally positively affecting firm performance and competitive capability (Ar, 2012).

As a result, effective development of green products is actually helping the companies to increase their performance. However, it is important to highlight that, despite the advent of green product in the market, Mei, Ling, & Piew (2012) reveals that there are some drawbacks on green marketing practice that cause the failure of green marketing. The marketers must responsible for the claims on the green products and services are not misleading to the consumers. This is to ensure the consumers really benefited from the claims. In order to ascertain the impact of green innovation on firms' performance, the Diffusion of Innovation Theory is applicable to support the relationship between the green innovation and firms' performance.

The theory explains on how to increase the rate of adoption of green products, services and processes to help the companies to get competitive advantage (Vaccaro, 2009). Thus, the green innovation should be perceived as having superior value to the existing products that comprises the diffusion characteristics; relative advantage, observability, compatibility, complexity and trialability. Notwithstanding, Graci & Dodds (2008), relates the Resource-based view theory to support the organization to differentiate the firms from its competitors in the green market segment. Resource-based view is developed by Hart in 1995 explains the acquisition of the unique, rare, non-substitutable, valuable, and difficult to imitate resources will result in a more efficient product, services and manufacturing processes. Hence, the green innovation can be considered as unique resources possess by the businesses that enabling the firm to gain competitive advantage and simultaneously improve firms' performance.

2.4.5 Green Strategies and Performance

Mohammad, Abd, and Ummi (2015) undertook a descriptive cross-sectional survey on Effects of green marketing strategies and firm's performance. The findings indicated that the process of greening the strategies is costly in terms of putting up new technology and equipment as well as training people. All these activities absorb external costs. These costs are then integrated into the final price of a product. However, these costs can be eliminated or minimize with decrease in packaging material as already experienced by several businesses. Arseculeratne and Yazdanifard, (2013) suggests that adoption of green practices is expensive due to cost of installing new technology and equipment.

Employee training and conversion of waste into recycled products is also costly. Greening of price is therefore high price or premium price. These imperative actions must be further justified through persuasive advertising messages. According to Kirimi (2014), green price strategies in fast moving consumer goods are adopted to moderate extent where customers are willing to pay a premium price for the 'green' product. Magali and Kwakye, (2012) conducted their research on eco-friendly products and how consumer behavior toward them can be influenced by the overall attitude and purchase intention when talking about Fast-Moving Consumer Goods (FMCG). The results showed that consumers who are already using eco-friendly products based on the perceived quality and value of the product and also satisfied by the previous purchases, are highly predisposed to make repeated purchases one problem with the research was that it was

focused that only on Indian students, so the authors' team could not generalize it to the entire population.

2.4.6 Environmental Advertising and Communication

People buy goods, services, and ideas by using the major influences of well-built public relations and green advertising. These communication methods give a company room to exhibit its initiatives and efforts towards the environment's protection and preservation. In addition, Firms use green advertising as a means of sharing and informing the stakeholders what the company does and the role it pays directly and how it impacts with the global issues.

Similarly, governments use green advertising in their bid to sensitize the public through creating awareness on protection of the environment (Rahim, Lyndon and Zukin , 2012). Public relations; direct marketing; sales promotions and advertising campaigns are some of the means of conveying or communicating core message of greenness to customers.

However, advertising and public relations approaches are the commonly used green campaign programs for the projection of the firm's green outlook. 'Greening' at times needs a profound public relations initiative that aims at Publicizing products and rationalizing their features and prices which are two fundamental goals that green advertising could achieve (Arseculeratne and Yazdanifard, 2014). Leonidou et al. (2012) in their exploratory qualitative study on "Greening" the marketing mix: A study that was done in UK positively related to firms' return on assets.

The finding is supported by Zuhairah & Azman. (2014) carried out a descriptive study on the impact of green marketing strategy on the firm's performance in Malaysia. The findings indicated that, green promotion with green innovation had a positive effect on the organization's performance. The empirical gaps in both studies are on the methodology and the context.

According to Kirimi (2014) in the research findings; green promotion strategy is adapted to a very large extent by FMCG in Nairobi County and was considered to influence performance by increasing competitiveness of the firm. Dsouza (2005) asserts that terms used in advertising claims which are regularly seen on adverts more often than not- are rather very technical to consumers who are rarely exposed to such messages effectively. Such terms include; recyclable, biodegradable, environmentally friendly, compostable and ozone friendly. However, Chan

(2004) stated that, customers searched for a more authenticated and concrete product information from these advertisements to guide them in their buying decisions. Thus, marketers should publicize environmental information effectively. Companies can carry out programs that are designed to minimize the detrimental effects on the environment for their marketing communication efforts (Kotler, 2011). For instance, Dell Company in its direct mail catalogs uses roughly 50% of recycled paper (Peattie & Belz, 2009).

For companies, promotion of a green program is an effective means of informing stakeholders about their efforts and commitment on environmental preservation, and achievements (Belz and Peattie, 2009; Dahlstrom, 2011). According to Graci and Dodds (2008), some green advertising claims cause confusion among the consumers. terms used during advertisement such as 'compostable' and 'biodegradable' have attracted Criticism since they appear to consumers as more technical, offering unclear meaning, requiring scientific knowledge so that one can comprehend the message. For example, terms such as 'green', "sustainability", and "environment" used as programs for certification as well as promotional efforts in tourism destination and products are sometimes not clear and indefinite to the consumers.

Nyilasy, (2013) suggest that for environmentally- friendly products to be introduced effectively, marketers must have a communication strategy that aims at communicating the company's offer in the most effective way. A marketer who is introducing environmentally friendly product must have a strategy on how to communicate their products in a more appealing way and at the same time uphold ethical green advertising which is conducive to better business results. Marketers can avoid "green washing" activities by focusing on the strength of the new innovation product and process, the quality concerns of the product, and the performance benefits associated with green characteristics. Green advertising are effective tools to promote products, services, ideas and organizations' efforts to show concern and their initiatives to protect and preserve the environment. It is also a tool used by the companies to share and inform the role that the companies also directly impact with the global issues, parallel with consciousness displayed by the societies. Besides that, the government also use the green advertising to promote the green environment concept to increase the level of awareness to protect the environment (Abd Rahim, Ahmad Zukni, Ahmad, &Lyndon, 2012).

Ann, Zailani, & Abd Wahid (2006) recommended that the environmental labels should be aware and stay visible in order to influence purchase from the consumer. In general, it can be concluded that green advertising must be able to communicate the relationship between a products or services with the environment, serve as a campaign to promote a Zuhairah Hasan and Noor Azman Ali Procedia Social and Behavioral Sciences green lifestyle, and finally can enhance the corporate image of the companies.

The tremendous growth of green brands in the market due to the consumer demand has encouraged the green marketing to appear into a more strategic way (Taghian, 2005). Thus, there will be a parallel rise in environmental advertising in order to increase the level of awareness of consumers. The terms used in the advertising such as biodegradable, recyclable, and ozone safe have become a popular in green advertisements. However, there are some backlashes on the green adverting claims that cause confusion among the consumers. Some of the critics include the unclear meaning of the terms used in the advertising such as 'biodegradable', and some perceived that the term requires technical and scientific knowledge in order to understand the message.

For instance, the terms "sustainability", "green" and "environmental" attached as a certification programs and promotional strategies in tourism products and destination is not clear and indefinite to the consumers (Graci & Dodds, 2008). Green advertising must be legal and consistent with the environment regulation. Nyilasy et al. (2013) suggest that ethical green advertising/marketing is conducive to good business results. Thus, a marketer who is introducing the environmentally-friendly product must have a strategy on how to communicate their products in a more appealing way. If marketers can address the strength of the new innovation product and process, the quality concerns of the product, the performance and benefits that associated with the green characteristics thus, "greenwashing" activities could be avoided.

2.4.7 Green Supply Chain Practices

Green distribution is the selection of channels and channel members in a manner that reduces environmental damage. 'Green distribution programs usually involve actions related to monitoring and improving environmental performance in the organizations' demand chain', (Martin and Schouten, 2012). According to Kotler and Keller (2009), place includes location,

assortments channels, coverage, and inventory: it is also described as the process and procedures of transporting the actual product or services to customers. Dheeraj and Vishal, (2012) asserts that green distribution can be achieved through; green packaging, green transportation and green storage.

Mwaura, Letting, Ithinj, and Orwa (2016) undertook a descriptive cross-sectional survey study on green distribution practices and competitive advantage of food manufacturing organizations in Nairobi. The results of the research showed that using environmentally friendly packaging like green packaging materials and bio-degradable packaging materials will help in increasing sales, the quality and delivery of goods, and at the same time reducing transport costs, which ultimately leads to higher profit margins. Per Ninlawa (2010), be able to improve green packaging/labeling is one way that will reduce packaging materials and increase the use of recyclable materials. Amemba (2013) suggest that efficient packaging and well rearranged loading patterns reduces the use of materials, the amount of handling required but increases warehouse and retailer utilization. Kirimi (2014) asserts that green place (distribution) strategy is the most adopted green marketing strategy by FMCG'S in Nairobi County. The study shows that green place influences performance to a large extent much more than any other strategy.

Ninlawan, Seksan, Tossapol and Pilada (2010) and Olga (2012) maintain that companies that align their distribution networks experience load and thus transportation efficiency. Muma, Nyaoga, Matwere, and Nyambega (2014) suggest that green distribution consists of green packaging and logistics. This study which adopted a correlation research design was carried out to determine the effect of GSCM on environmental performance. The findings of the study showed a positive correlation between green distribution and environmental performance. According to Matthews (2011) firms should work with channel members and come up with arrangements on disposal and product reuse by making sure that customers return materials that are recyclable.

In developing green transportation there are important factors to consider such as fuel; modes of transport; infrastructural development and operational practices (Al- Odeh & Smallwood, 2012). In addition to emitting carbon dioxide that causes global warming and acid rain, gasoline and diesel powered vehicles also contribute to air pollution through their burning process of fossil

fuels. Businesses can incorporate sustainability into their operations by operating alternative fuel fleets. By doing so, they will achieve better overall efficiency, reduce so-called "waste" and make available to them the resources necessary to improve the way they conduct business. Likewise, businesses need to implement sustainable practices when powering their storage facilities to achieve maximum efficiency. Instead of powering these storage facilities with electricity, companies can use hydro, wind or solar power. Construction of storage facilities should be designed to meet the prerequisite requirement of not polluting the environment, while at the same time, maintaining good humidity, avoiding corrosion and waterproofing should be enhanced (Zhang & Zheng, 2010).

This will not only help generate efficiencies but will also enable organizations to contain costs. Green distribution can face a number of obstacles. For instance, there may be a large initial investment needed to train employees and conduct environmental audits. In addition, a firm may have a limited number of financial resources. There is also the perception that when a company has a strong commitment to protecting the environment, it adds cost to the firm and makes it less competitive relative to firms who do not have this commitment (Kinoti, 2012).

2.4.8 Corporate Environmental Values

Corporate Environmental Values are the corporation's own strategic and ethical guide to the natural world. CEVs typically get their expression in the corporate mission statement language, executive speech, ethics codes, and sustainability declarations Kantabutra, S. (2019). CEVs inform the corporation what it values, be it efficiency in its use of resources, reduction of wastes, utilization of renewable energy, or greater overall ecological stewardship. CEVs have a tendency to come from senior management and are directly connected to decision-makers' worldview and moral position.

Nagpal, P., Aggarwal, S., Sharma, A., Datta, A., Kuzieva, N., & Gurusamy, M. (2025). Green values at companies where they exist in earnest and are reiterated become drivers of business model innovation, supply chain choice, stakeholder interaction, and investment in green technologies. Landrum, N. E., & Ohsowski, B. M. (2018). The values are motivational but also spill over into real-world decisions and inform long-term strategic direction. But in the absence

of cultural endorsement, these values are only symbolic or performative, and therefore nothing tangible emerges from such efforts to be sustainable.

2.4.9 Environmental Culture

Environmental Culture is the inner organizational climate of shared practices, behaviors, and beliefs shaping an organization's environmental awareness. Apart from formal policies or legislations, culture resides in informal everyday decisions, team rituals, reward systems, people's stories, and taken-for-granted rules. Healthy environmental culture enables values implementation. P Nagpal, Avinash Pawar, Sanjay. H.M. (2024). It defines how employees perceive environmental goals, middle managers prioritize on projects, and teams collaborate for green innovation. It can be organic or can be specifically encouraged with training, role modeling, storytelling, and incentives Pooja Nagpal (2023). A good EC ensures psychological safety to voice concerns for sustainability, creates experiments for green habits, and promotes collective accountability. Without this cultural basis, even the most green and progressive environmental values can be hard-pressed to gain traction on the ground.

2.4.10 Firm's Performance

The firms' performance is reflected from the perceived benefits which expected from the integration of environmental management in their business operation. As supported by Psomas, Fotopoulos, & Kafetzopoulos (2011), the firms can enhance their environmental performance and business efficiency by implementing the ISO 14001 EMS. Among of the perceived benefits discussed in the literature are; enhance good corporate image, reducing waste, minimizing cost, increase customer satisfaction, increase productivity, better goodwill, increase market share, and of course profitability. Chen et al. (2006) believes that the investment of the green product innovation and green process innovation contribute a positive impact to the businesses.

According to Johansson (2002), the product development project success is measured by the profit, sales and market share in the same way, Doran & Ryan (2012) concluded that an eco-innovation has a positive and significant impact on the firms' performance. Various study (Ann et al. 2006; Hwee Nga, 2009) discusses whether companies that implement the environmental strategy and certification of ISO 14001 EMS has a positive influence on the firms' performance, but despite the number of studies in this area, none are emphasized on the influence of green innovation and green promotion on the firms' performance in details. Punitha & Mohd Rasdi

(2013) highlighted on the benefits and advantage that the companies will achieve as it involves in the green businesses for instance, superior financial and market performance. Literature in Malaysia shows that expected benefits, such as cost savings, marketing opportunities and financial returns from the sale of green products represent the important drivers for green initiatives (Eltayeb, Zailani, & Jayaraman, 2010). Similarly,

Agbejule, Fernandez, & D'Espiney (2004) supported that the green products, process and services have become a central business strategy which driven by the competitive pressures and customer requirements. Ann et al. (2006) claims that the certification of ISO 14001 has a positive impact on firms' performance including perceived economic impact, perceived environmental impact and perceived customer satisfaction. Rajendran, P.Padma, & Chandrasekharan (2008) concluded that companies can benefit from the ISO 14001 EMS implementation by sustain their competitive position and improve the environmental performance. Rajendran et al. (2008) highlighted eight variables to measure the organizational performance comprises customer satisfaction, employee morale, growth in exports, profitability, productivity, reduction in quality cost, financial performance and environmental performance.

According to Ledwith & O'Dwyer (2009), new product development success can be measured in terms of market level, financial measures, customer acceptance measures, product level measures and timing measures. Martinez, Ramirez, Cronin, Gleim, & Smith (2011) stated that gaining the financial incentives is very important as to motivate the companies to utilize the "green" as a marketing strategy. Laosirihongthong, Adebanjo, & Tan (2013) highlighted on environmental performance, economic performance and intangible performance were used to measure overall organizational performance. Fraj, Martínez, & Matute (2011) also use three dimensions of performance in his study; environmental performance, economic performance and marketing performance. Gholami, Sulaiman, Ramayah, & Molla (2013) define the environmental performance as the organization perform at a low cost operations, reduce energy consumption, use recycling waste in order to preserve and protect the environment. Financial performance indicates a firm's business performance in terms of return on investment (ROI), internal rate of return and market share. Operational performance is used an indicator of a firms' performance whether the firms utilize its resources effectively in order to achieve objectives. Therefore, it can be concluded that the economic performance and operational performance (aspects that relate to

the improvement of process or method) are the most commonly dimension used to measure the overall organizational performance.

Performance remains a major priority for companies. What Mostly influence the performance of a firm are resources that are not only unique, but also highly valuable and the least possible to be imitated and substituted (Holsapple and Wu, 2011). And, outstanding firm performance is the key element of competitive advantage. Several researchers offer similar definitions of performance but differ in their performance measurement standards. So, the subject matter of the research should guide the selection of the performance measurement index (Evans and Davis, 2005).

Performance appraisal is usually the foundation of the reward and punishment system in any organization and the task of identifying the most appropriate measurement index has become a necessity. Chakravarthy (1986) cited the pitfall of traditional financial measures, such as return on equity and return on sales, that is, these measures are incapable of distinguishing the differences in performance between firms. Moreover, traditional financial accounting measures, such as return on investment and earnings per share, can provide misleading signals with regard to continuous improvement and innovation (Kaplan et al, 1996). Germain et al. (2001) classified performance control into two types, namely, internal performance, which is related to issues such as cost, product quality, and profit level; and benchmark performance, which compares cost, quality, customer satisfaction, and operations against a standard (i.e., industry norm, practices of leaders). Current remuneration systems support the strong orientation of executive culture toward short-term financial performance measures and the obliviousness to personnel concerns (Fliaster, 2004). This situation highlights the unsuitability of financial measures based on traditional accounting practices, with emphasis on short-term indicators (i.e., profit, turnover, cash flow, and share prices), in terms of evaluating firm performance.

By contrast, the increasing importance of non-financial measures, such as customers, investors, and stakeholders, has been observed (Chang Lee et al., 2005). To obtain the benefits of both financial and non-financial measures, Maltz et al. (2003) proposed five performance indexes for evaluating firm performance, namely, financial performance, market/customer, process, people

development, and future. On the basis of the results of the preceding discussion, the current study integrates financial and non-financial measures for evaluating firm performance.

According to the marketing literature, green initiatives generate financial returns, market share growth, and high employee commitment, firm performance, and capabilities. Taking an environmentally responsible approach also results in increased satisfaction and value for customers and the company, reducing threats to the company and supporting the company's valuation. While there is a negative return associated with green promotional activity, green initiatives also result in savings through cost reductions.

Companies that reduce waste and pollution through more environmentally friendly practices would receive cost savings as a result of those practices. Companies that are primarily focused on being environmentally friendly would achieve these cost savings quicker through waste reduction and energy efficiency than companies that are working to reduce costs by eliminating waste. For instance, DuPont invested $50 million on energy-saving undertakings in 2008 and successfully recovered this investment after only one year, thus bringing future costsaving advantages to the firm. The benefits and positive effects of green initiatives on firm performance are indisputable, but a more in-depth understanding of the impact of green marketing strategies on firm performance should be obtained (Cronin et al., 2011). Firms denote a collection of individuals; in many respects, firm experience the accumulation of individual problems at the corporate level. From a neoclassical economic perspective, firms are responsible for creating value for shareholders; nevertheless, more comprehensive types of performance are significant as well.

Determining value accurately is the foundation of all creation. Marketing and management theorists have posited that there are several ways to measure the value of an entity, including one that incorporates both social (societal) and environmental (natural) values in addition to financial values, such as using the triple bottom line (TBL) methodology as a measure of value. Financial performance is the most common criterion used by businesses as a measure of their success; therefore, companies and regulators will continue to use financial performance as a primary method for measuring company performance. Current comparative studies on the financial performance of "traditional" companies compared to "responsible" (green) companies use

traditional financial measures rather than multidimensional TBL-type measures to assess company performance.

The emphasis is placed on increasing the financial bottom line; thus, there is an increase in focus on green consumers and the need to maximize the amount of value that is generated from these consumers as a result of marketing, rather than concentrating on the total effect of marketing on society. Other researchers have stated that an avenue of research should explore the transformational aspects of green marketing and how such initiatives add value to consumers, to society and the environment. For the environment, however, profit, sales, and other financial or marketing measures lack relevance. Polonsky (2011) argued that nature is not properly represented on corporate management boards nor is it factored into most corporate decisions. Wanjohi et al. (2013) identified a positive relationship between environmental practices in the service industry and performance.

Businesses have increasingly focused on sustainability, given the capacity of sustainable practices to strengthen reputation, boost employee morale, realize cost savings, and benefit the environment. Occasionally reviewing firm performance is essential in view of the constantly shifting environment. Mustafa et al. (2012) cited the importance of performance in the planning and control processes in a company. Previous studies have principally utilized financial performance measures in evaluating firm performance. However, both financial and non-financial measures are required in assessing firm performance due to the historical nature and rigidity o most of the financial measures (Govindarajan and Gupta, 1992; Ittner and Larcker, 1998; Mishra and Suar, 2010).

2.5. Conceptual Framework

Independent variable: Green Marketing Strategies

Independent variables are Measured through

I. Sustainable product design
II. Eco-friendly packaging
III. Environmental advertising and communication
IV. Waste reduction initiatives
V. Green supply chain practices

VI. Energy and water efficiency initiatives

Mediating variable: Corporate Environmental Culture

Corporate environmental culture is measured through:

I. Management commitment to environmental sustainability
II. Employee environmental awareness
III. Internal environmental policies and guidelines
IV. Environmental training and education programs
V. Employee participation in environmental initiatives
VI. Reward and recognition for green behavior

Dependent variable: Organizational Performance

Organizational performance is measured through:

I. Operational efficiency
II. Cost reduction
III. Employee productivity
IV. Profitability growth
V. Market competitiveness
VI. Overall organizational effectiveness

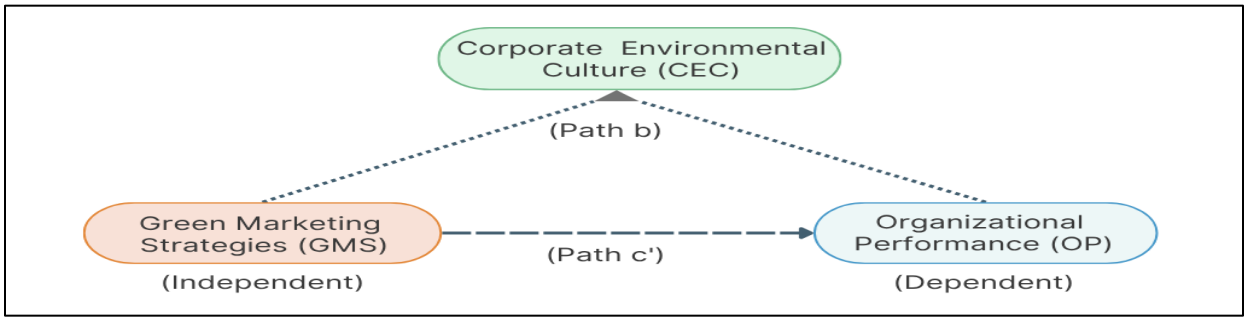


Figure 2:1: Conceptual Framework

Source : Computed by the author

Independent Variable (GMS) → Mediating Variable (CEC) → Dependent Variable (OP)

With a direct path also from GMS → OP.

CHAPTER THREE: METHODOLOGY

3.1. Introduction

This chapter outlines the exhaustive research methodology employed to address the study's objectives and test the proposed hypotheses. It provides a well detailed framework for the investigation, encompassing the selection of an appropriate research design and a definition of the target population. Furthermore, the chapter discusses the specific sampling techniques used to ensure representativeness, the development and validation of the research instruments, and the systematic procedures for data collection. Finally, it explains the statistical methods and analytical tools used to process the collected data, guaranteeing that the direct and indirect relationships between the variables are accurately interpreted and reported.

3.2. Research Approach

The study adopted quantitative data collection and analysis techniques. According to Creswell (2009),

3.3. Research Design

The study adopted a multi-dimensional research design including exploratory, descriptive, and explanatory approaches to address the impact of green marketing strategies on the performance and corporate environmental culture of Ethio Telecom. While the initial phase is exploratory to identify the specific subtle details of green initiatives within the firm, the study is predominantly explanatory in nature. As noted by Robinson (2002), the integration of these designs serves to an accurate representation of individuals and situations while establishing the causal reason behind observed phenomena. To achieve this, the design utilizes descriptive survey methods which, according to Kothari (2011), are important for describing, recording, and interpreting existing conditions. By focusing on the "who, what, where, when, and how" of green marketing (Boyd et al., 2004), the researcher can assert a baseline of current practices before moving into the explanatory phase to determine the degree of influence these strategies exert on organizational outcomes.

3.4. Target Population

Based on Ethio Telecom's human resources report, the number of targeted employees, adding each department is 1062. The target population departments include:

- Marketing - 167
- Sales - 178
- Finance - 162
- Supply Chain - 343
- Human Resource - 137
- Strategic Planning - 75

- Total - 1062

3.5. Sample Size and Sampling Technique

The study used a proportional stratified sampling technique to guarantee that the sample accurately implies the heterogeneous structure of Ethio Telecom. According to Kothari (2011), stratified sampling is the most appropriate method when a population is not homogeneous, as it minimizes sampling error by ensuring each sub group, or stratum, is represented in the final data set. By utilizing a proportional allocation method, the number of respondents selected from each department is kept in direct proportion to the size of that department relative to the total population (N), a strategy that Creswell (2009) suggests enhances the generalizability and reliability of the findings across an entire organization. To determine the specific sample size (n) with statistical rigor, the study utilizes Yamane's (1967) formula, expressed as $n = N/1 + N (e^2)$, where e represents the margin of error. As demonstrated in the calculation below, with a finite population of 1062 and a 5% margin of error, the target sample size is established at 291 employees. Following the stratification of the workforce into functional departments, simple random sampling is then applied within each stratum to select individual respondents, ensuring that every employee within a specific section has an equal probability of being included in the study.

To ensure statistical significance and a 95% confidence level, the sample size is determined using Yamane's (1967) formula. This method is highly appropriate for finite populations where the total number of employees (N) is known. The formula is expressed as:

$n=\frac{N}{1+N(e^2)}$ **Where:**

- n = Sample size
- N = Total Population (N= 1062)
- e = Margin of error (0.05)

Calculation:

n = 1,062 / (1 + 1,062 × 0.0025)

n = 1,062 / (1 + 2.655)

n = 1,062 / 3.655

n = 290.5 ≈ 291

Table 3:1: Sample Size

Department	Population (Ni)	Calculation (Ni×k)	Sample Size (ni)
Marketing	167	167/1062 × 291	46
Sales	178	178/1062 × 291	49
Finance	162	162/1062 × 291	44
Supply Chain	343	343/1062 × 291	94
Human Resource	137	137/1062 × 291	38
Strategic Planning	75	75/1062 × 291	20
Total	1062		291

Survey data analysis of n=267 using SPSS (Author, 2026)

3.6. Data source and Collection Instruments

The research used both primary and secondary data. Primary data was collected through Questionnaires, while secondary information was acquired through; sales records, publications, future strategic plans and semi and annual reports. Questionnaires had four main sessions.

Section A comprises the demographic and general information of respondents. Section B comprises questions on green marketing strategies. Section C comprises questions on corporate environmental culture used in Ethio Telecom, while Section D had questions on organizational performance of Ethio Telecom.

In order to obtain reliable data and information, data was collected from departmental heads and staff members of Marketing, sales, human resource, strategic planning, supply chain finance of Ethio Telecom.

These respondents were selected because they have information relating to green marketing strategies and corporate environmental culture and how it affects performance in Ethio Telecom. The researcher employed a drop and pick method that is convenient. All questionnaires were physically distributed to respondents. Questionnaires were preferably used due to their effectiveness in data collection. It gives respondents the opportunity to relay their opinions relating to the research problem (Dempsey, 2003).

3.7. Data Collection Procedure

The research mainly relied on published sales reports, annual reports and any other data or information that was relevant to the study in establishing relationships between variables. Nevertheless, the research used questionnaires to get primary data on green marketing aspects and corporate environmental culture of Ethio Telecom, the target sample size was 291 respondents (calculated using Yamane’s formula). A minimum response rate of 70% of distributed questionnaires was targeted. Ultimately 267 valid questionnaires were returned and used for analysis (267/291 = 91.8% of the target). Questionnaires contained Likert type questions in open and closed ended questions in order to provide sufficient and accurate information in accordance with research questions.

The data collection process spanned eight weeks from March 15 to May 10, 2026, organized into four distinct phases: instrument preparation and pilot testing, questionnaire distribution, collection with follow ups, and final compilation. Before the main data collection, a pilot test was conducted with 15 employees to identify ambiguous items, and official permission was obtained from Ethio Telecom's Human Resources Department. Following a systematic

distribution schedule across departments between March 26 and April 5, 2026, the researcher employed a rigorous follow up protocol to maximize the response rate. This included an initial collection April 6-10, a first follow up through telephone calls and in-person reminders April 11-15, and a second follow up April 16-20, ultimately yielding 267 completed questionnaires representing a 91.8% response rate. The final phase involved data cleaning and coding May 1-10, resulting in 267 valid responses for statistical analysis, with all data securely stored and quality control measures applied throughout the process.

3.8. Data Analysis and Presentation

Before hypothesis testing, data were screened for normality, multicollinearity, homoscedasticity, and extreme values. Data analysis involved; preparation, cleaning, editing and coding to have it easily processed using Statistical Package for Social Sciences (SPSS) version 20. Data that had been coded were keyed into the SPSS program for database development and finally analyzed. SPSS is very systematic as it covers a wide range of the most common statistical and graphical data analysis. Mediation analysis was conducted using Hayes' PROCESS Macro v4.0 for SPSS. Tables, charts and flow chart illustrations with written formats are used to describe and present data.

3.8.1. Mediation Model

To test the hypothesized relationships, this study adopts a **Single Mediator Model** (also known as a 1-1-1 mediation model or simple mediation model). Following the framework of Baron and Kenny (1986) and the more recent bootstrapping approach advocated by Hayes (2018), the model specifies that Corporate Environmental Culture (CEC) mediates the relationship between Green Marketing Strategies (GMS) and Organizational Performance (OP).

The causal pathway is formally expressed as: GMS → CEC → OP

Where:

GMS (Independent Variable) = Green Marketing Strategies

CEC (Mediating Variable) = Corporate Environmental Culture

OP (Dependent Variable) = Organizational Performance

This model tests four distinct pathways:

Path a: The direct effect of GMS on CEC (H1)

Path b: The direct effect of CEC on OP (H2)

Path c': The direct effect of GMS on OP, controlling for CEC (H3)

Path ab: The indirect (mediated) effect of GMS on OP through CEC (H4)

3.9. Validity and Reliability of Research Instruments

3.9.1. Validity

Validity is secured if a measure of a concept truly measures that concept accurately, addressing the fundamental question- Does the measurement process, assessment, or project actually measure what is intend it to measure? (Bryman & Bell, 2011; Last, 2001). In the case of this study, content validity was grounded by developing questionnaire items based on a review of the existing literature on green marketing strategies, corporate environmental culture, and organizational performance. Following this, the academic advisor and two other specialists reviewed the initial draft of the questionnaire, this is to assess the relevance, clarity and whether each item represents context of Ethio Telecom. As necessary revisions were made based on their feedback.

As this study employs a regression-based mediation analysis using **PROCESS Macro (Model 4)** advanced validity tests such as convergent and discriminant validity, such as AVE and HTMT, are not required (Hair et al., 2017).

3.9.2. Reliability

According to Bryman and Bell (2011) reliability is the consistency of a measure of a concept; it is associated with the consistency of the data. Reliability addresses whether repeated measurements or assessments provide consistent results given the same initial Conditions (Last, 2001). Reliability aims at minimizing quality and criteria errors thus giving stable results of the data collected. Reliability of the research was enhanced through pre testing of the questionnaires by carrying out a pilot study as well as ensuring the right sample was selected from the

respondents. Reliability was tested using Cronbach's Alpha coefficient. A value of 0.70 or above is considered acceptable.

3.10. Ethical Consideration

Ethics is the branch of philosophy which deals with the art of decision making concerning right and wrong. In the context of research, maintaining high ethical standards is essential to protect participants and ensure the integrity of the findings. Ethical clearance was obtained from Addis Ababa University School of Commerce Ethics Review Committee ahead of data collection. This study is guided by five core ethical principles, starting with Voluntary Participation and Informed Consent. This is often termed the major ethical issue in conducting research; the researcher has explained the exact aim of the study and ensured subjects to understand their right to withdraw at any stage without penalty (Faden & Beauchamp, 1986). Furthermore, the researcher informed subjects about the specific methods used to maintain Anonymity and Privacy, ensuring that personal identities are protected from public disclosure. Confidentiality was also considered, especially in qualitative research where conduct is personal and sensitive; the researcher is obligated to protect all gathered data from unauthorized access (Sieber & Tolich, 2013).

Beyond data protection, the principle of Beneficence requires the researcher to maximize potential benefits while minimizing any risk of harm or discomfort to the participants (World Medical Association, 2013). Finally, the study holds Integrity and Honesty through the accurate reporting of data and citation of sources and references. Addressing hese standards is a critical ethical consideration used to avoid plagiarism and maintain the overall credibility of the research (American Psychological Association, 2020).

CHAPTER FOUR: FINDINGS and DISCUSSION

4.1. Introduction

This chapter contains results of the study, which examined the effect of green marketing strategies on organizational performance and the mediating role of corporate environmental culture at Ethio Telecom. The chapter has six main sections. The first section views questionnaire response rate and the demographic characteristics of the respondents, which includes gender, age, education level, organizational position, and tenure. The second section presents descriptive statistics for the three key study variables, those are, Green Marketing Strategies (GMS), Corporate Environmental Culture (CEC), and Organizational Performance (OP). While the third section assesses the reliability and validity of the measurement instruments used in the study. The fourth section examines the bivariate correlations among the three variables, GMS, CEC, and OP. The fifth section presents the results of regression analyses and hypothesis testing, including the direct effects of GMS on CEC (H_1), CEC on OP (H_2), GMS on OP (H_3), and the mediating role of CEC in the GMS OP relationship (H_4). The final section provides a summary of the key findings.

The importance of this investigation is presented by Ethio Telecom‘s strategic positioning as Ethiopia’s leading telecommunications provider and its willing commitment to environmental sustainability.

4.2. Data Quality Checks and Demographic profile

This section presents the questionnaire response rate and the demographic profile of the 267 respondents who participated in the study. Understanding the demographic composition of the sample is important to assess representativeness capability of the findings and for interpreting the results in the context of Ethio Telecom’s organizational structure and workforce characteristics.

4.2.1. Questionnaire Response Rate

For this study, 291 structured questionnaires were distributed to employees across six departments of Ethio Telecom using a proportional stratified sampling technique, using the departments as strata. From the total, 291 questionnaires, after data cleaning and screening for completeness, 267 were returned complete; this gives a response rate of 91.8 %. This then was used for analysis, as no other additional response had excessive missing data or response patterns that would warrant exclusion. The following chart presents a summary of the response rate.

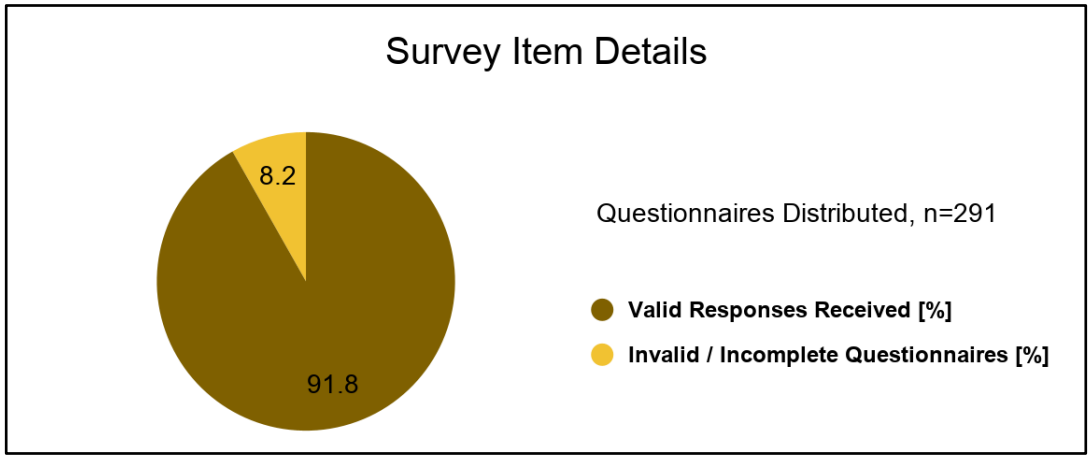


Figure 4:1 - Response rate of survey

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

As a scholar studied, Babbie, 2016, response rate of 91.8 % considerably goes beyond a specified limit of the commonly accepted threshold of 70 % for survey-based research in organizational contexts. The use of a drop-and-pick method for questionnaire administration, prior coordination with departmental heads who facilitated access to employees, the relevance of the research topic to employees directly involved in or affected by Ethio Telecom's sustainability initiatives, and the company's organizational culture which has demonstrated a commitment to data informed decision making can be attributed to the high response rate.

Additionally, this high response rate reflects the organizational environment at Ethio Telecom, as employee engagement in surveys and feedback mechanisms is actively encouraged. As evidenced by previous studies that have been conducted within the organization has demonstrated willingness to participate in organizational research.

4.2.2. Demographic Profile

The demographic characteristics of the respondents are presented below, including gender, age, education level, and details of the respondents in the targeted departments. Assessing these characteristics is essential for understanding it with other factors of the study findings and to see whether it can serve as a means of expressing the sample relative to the broader Ethio Telecom workforce.

4.2.2.1. Gender Distribution

The gender distribution chart (Figure 4.2) shows that the majority of respondents were male as they represented 59.2% of the respondents, while female respondents accounted for 40.8% of the sample. This gender distribution's high variability in gender composition is common in most official places in Ethiopia, where technical and operational roles have historically been male dominated.

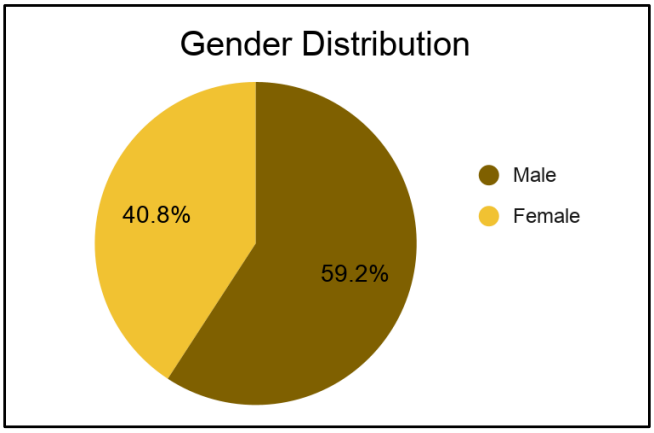


Figure 4:2 : Gender Distribution of Respondent

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

However, when looking at the company's strategic commitment to enhance gender equality as well as digital use, it is worthy of appraisal that the proportion of female respondents in this study compares favorably with the representation of women in Ethio Telecom's employment. It also has made commitments to empower women, through initiatives aimed at increasing the proportion of women in mobile internet and mobile money customer bases.

4.2.2.2. Age Distribution

The age distribution reveals that the largest age among respondents is the 31 - 40 years group, synthesizing more than half of the sample (55.1 %). This is followed by the 41 - 50 years group (21.7 %), the 51 - 60 years group (15.4 %), and lastly the 21 - 30 years group (7.9 %). The predominance of respondents in the 31 - 40 age range shows that, in Ethiopia's telecommunications sector, there is relatively young and professionally active manpower. The presence of showed employees in the 41 - 60 age brackets (a combined 37.1 % of the sample) ensures that the study captures perspectives from individuals who have witnessed the evolution of Ethio Telecom's environmental strategies over an extended period. Their Involvement provides valuable historical context for assessing the implementation and impact of green marketing initiatives.

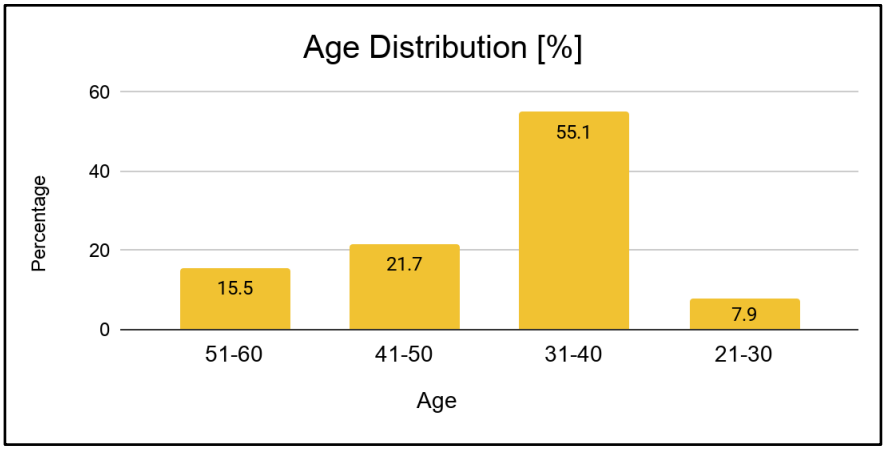


Figure 4:3: Age Distribution of Respondents

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

This age distribution also goes hand in hand with Ethio Telecom's strategic emphasis on workforce modernization and digital transformation, as outlined in "Next Horizon" strategic plan for the period 2024/25 to 2027/28, which seeks to transform the enterprise into a globally and digitally empowered organization.

4.2.2.3 Educational Level

The education level of respondents is notably high, with all participants holding either a graduate (bachelor's degree) or postgraduate (master's degree or higher) qualification. Specifically, 34.5 % of respondents held a graduate degree, while the majority (65.5 %) held a postgraduate degree.

This distribution reflects the knowledge intensive nature of the telecommunications industry in general and Ethio Telecom's strategic positioning as a provider of advanced digital services.

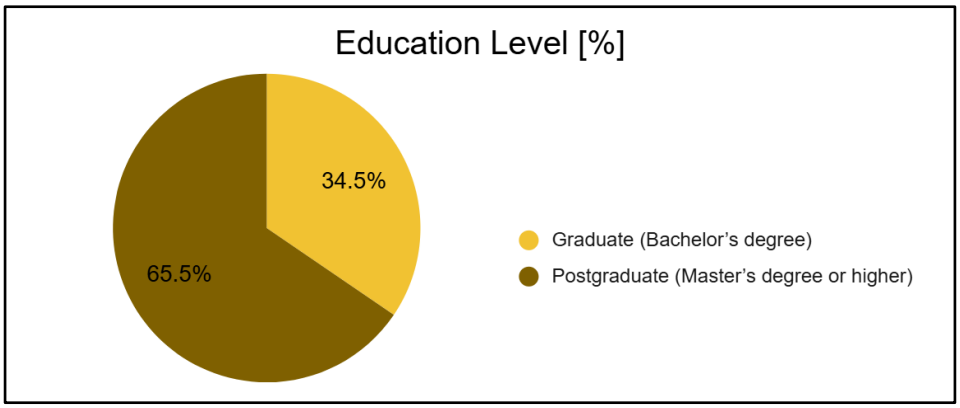


Figure 4:4: Education Level of Respondents

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

The high educational qualification of the sample is consistent with the company's operational requirements, which demand specialized technical, managerial, and analytical competencies. A highly educated workforce is advantageous for the implementation of green marketing strategies, as such initiatives often require sophisticated understanding of environmental issues, stakeholder communication, and strategic planning. The educational profile of respondents also increases the credibility and reliability of the survey responses, as participants are well positioned to provide informed assessments of organizational strategies, culture, and performance metrics.

It is worth noting that the questionnaire included options for lower educational levels (primary, secondary, diploma), but none of the respondents selected these options. This finding suggests that within the sampled departments Marketing, Sales, Finance, Supply Chain, Human Resource, and Strategic Planning positions are predominantly occupied by degree holding professionals. This is consistent with the nature of roles in these functions, which typically require formal higher education qualifications.

4.2.2.4 Position in Organization

The distribution of respondents by organizational position reveals that the majority (79.8 %) were staff-level employees, followed by managers (12.0 %), experts (7.5 %), and executives/directors (0.7 %). This hierarchical distribution is appropriate for the objectives of

this study, as the implementation of green marketing strategies and the implementation of environmental culture involve employees at multiple organizational levels.

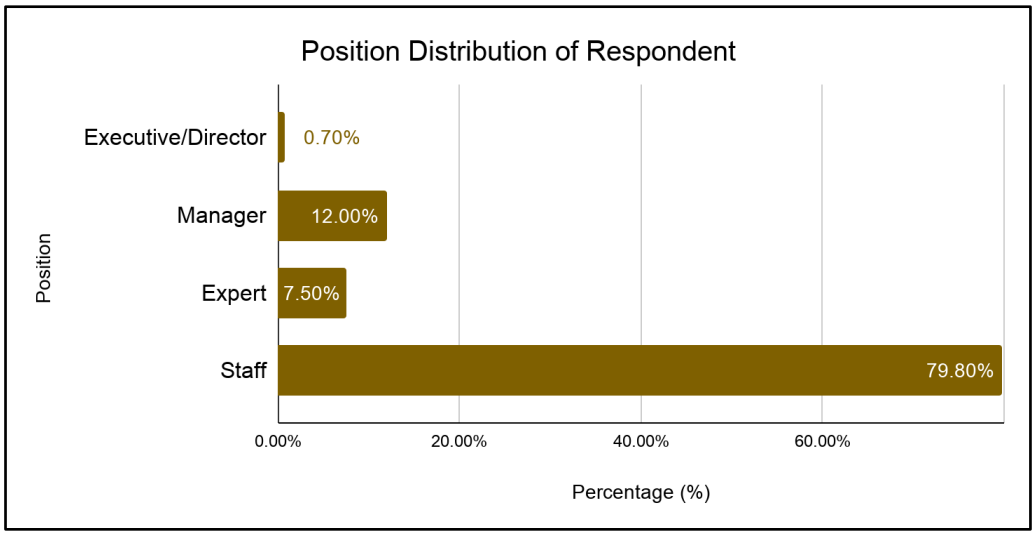


Figure 4:5: Position in Organization

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

The predominance of staff level respondents is methodologically advantageous because these employees are directly involved in the day to day execution of green marketing initiatives, including sustainable product design, waste reduction, and green supply chain practices. Their perspectives provide granular, operational insights into how green marketing strategies are actually implemented and how corporate environmental culture manifests in routine organizational behaviors.

4.2.2.5. Years Spent in Company

The qualification distribution reveals a highly experienced workforce, with the majority of respondents (67.4 %) having served Ethio Telecom for over 10 years. An addition 24.7 % of respondents had been with the company for 7 - 9 years, while smaller proportions had served for 5 - 7 years (4.5 %) and 3 - 5 years (3.4 %).

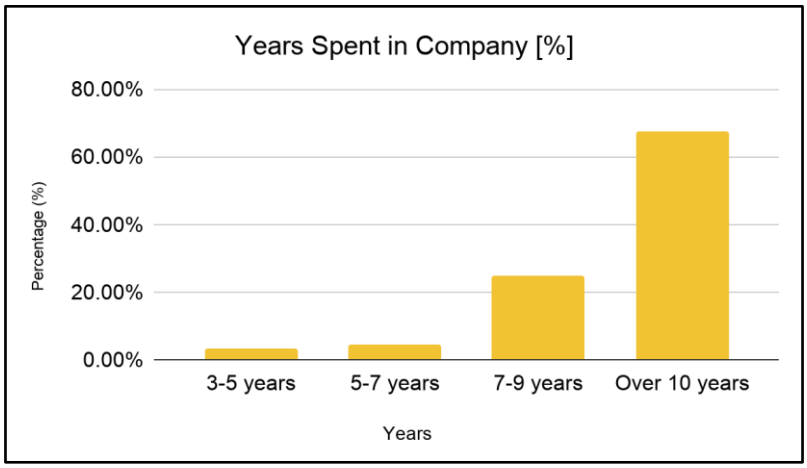


Figure 4:6: Years in Spent in the Company

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

This extended qualification profile is significant for several reasons. First, employees with long organizational qualifications possess accumulated knowledge about the company's strategic evolution, including the development and implementation of environmental and green marketing initiatives. Their perspectives provide historical depth to the assessment of how green marketing strategies have evolved and how corporate environmental culture has developed over time. Second, long tenured employees have experienced multiple strategic planning cycles, including the "LEA" growth strategy (2022 - 2025) and the current "Next Horizon" strategy (2024/25 - 2027/28), enabling them to assess the consistency and progression of green marketing efforts. Third, the low representation of relatively new employees (3 - 5 years of tenure) is not a methodological concern, as the research questions do not specifically require a large proportion of recently hired respondents.

The extended qualification profile observed in this study is consistent with publicly available data on Ethio Telecom's workforce composition. Previous research has indicated that a substantial proportion of Ethio Telecom's employees have more than 11 years of service with the company, reflecting a stable and experienced workforce.

4.2.2.6 Years in Current Position

The distribution of respondents by years in their current position shows that the largest cohort (34.5 %) had held their present role for 3 - 5 years, followed by those with over 10 years in the same position (21.3 %), less than 3 years (19.5 %), 5 - 7 years (16.1 %), and 7 - 9 years (8.6 %).

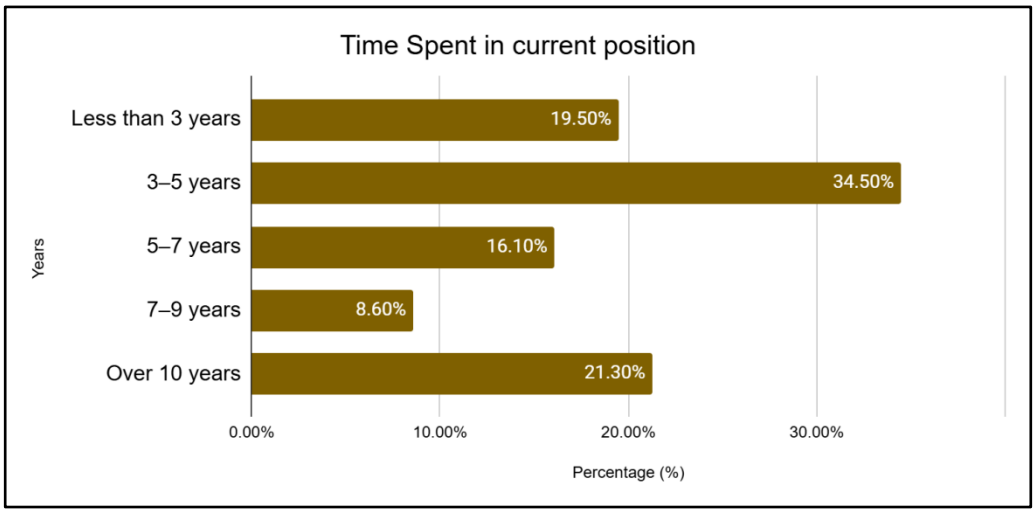


Figure 4:7 : Years in Current Position

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

This distribution is appropriate for the study's objectives. Respondents with moderate positional qualification 3 - 5 years possess sufficient experience in their current roles to observe and evaluate the implementation of green marketing strategies and their effects on organizational performance, while also being likely to have witnessed changes in environmental policies and cultural norms over their tenure. Those with extended positional tenure over 10 years provide valuable longitudinal perspectives on the evolution of green marketing practices.

The presence of a meaningful proportion of respondents with less than 3 years in their current position (19.5 %) is also important, as these individuals may offer fresh perspectives on contemporary green marketing initiatives without the potential bias of long term organizational conditioning. This diversity of positional qualification enhances the validity of the study's findings by incorporating multiple stand points.

4.2.2.7 Department Distribution

The departmental distribution of respondents closely represents the proportional allocation targets established in the sampling design, confirming the successful implementation of the proportional stratified sampling technique. The Supply Chain department contributed the largest proportion of respondents (30.7 %), which is consistent with its position as the largest department in the sampling frame (32.3 % of the target population). This departmental representation is particularly relevant to the study, as supply chain functions are directly involved in green logistics, sustainable sourcing, and environmental compliance, all key components of green marketing strategies.

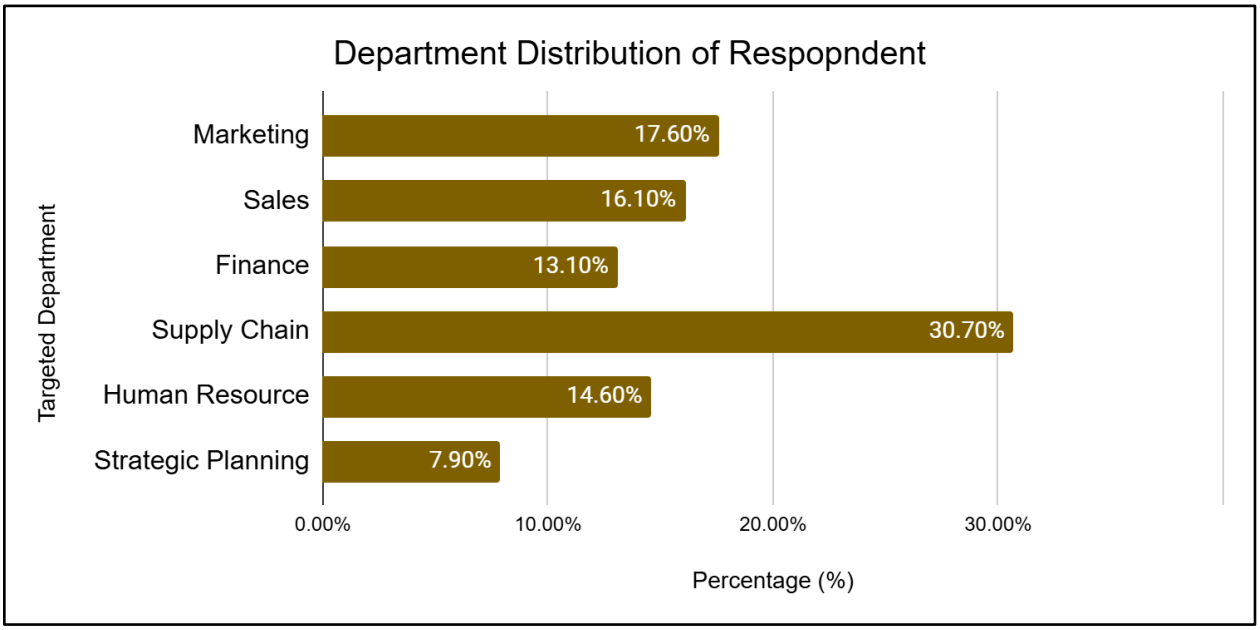


Figure 4:8: Department Distribution of Respondents

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

The Marketing department (17.6 % of respondents) and Sales department (16.1 %) together account for approximately one third of the sample. These departments are central to the implementation of green marketing strategies, including environmental advertising and communication, green product positioning, and customer engagement on sustainability issues. The Human Resource department (14.6 %) contributes perspectives on how environmental culture is cultivated through training, performance management, and reward systems. The Finance department (13.1 %) provides insights into the cost implications and financial performance outcomes associated with green marketing initiatives. Finally, the Strategic

Planning department (7.9 %) offers perspectives on the alignment of green marketing strategies with corporate wide strategic objectives.

The close correspondence between the achieved sample distribution and the target population proportions (as specified in the sampling design in Chapter Three) confirms that the stratified sampling procedure was executed effectively. This representativeness enhances the generalizability of the study's findings to the broader population of Ethio Telecom employees in the six sampled departments.

4.3. Descriptive Statistics of Study Variables

This section presents the descriptive statistical analysis of the three principal constructs examined in this study: Green Marketing Strategies (GMS), Corporate Environmental Culture (CEC), and Organizational Performance (OP). Descriptive statistics, including the mean, standard deviation, minimum, and maximum values for each variable, were computed based on the 267 valid responses obtained from employees across six functional departments of Ethio Telecom. All items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The mean score for each variable was interpreted using the following criteria: scores from 1.00 to 1.80 were categorized as "very low," 1.81 to 2.60 as "low," 2.61 to 3.40 as "moderate," 3.41 to 4.20 as "high," and 4.21 to 5.00 as "very high" (Hair et al., 2017). Table 4.9 presents the descriptive statistics for the three study variables.

Table 4:1: Descriptive Statistics of Study Variables

Variable	N	Std. Deviation
Green Marketing Strategies (GMS)	267	0.51203
Corporate Environmental Culture (CEC)	267	0.62488
Organizational Performance (OP)	267	0.60802

Source: Survey data analysis using SPSS (Author, 2026)

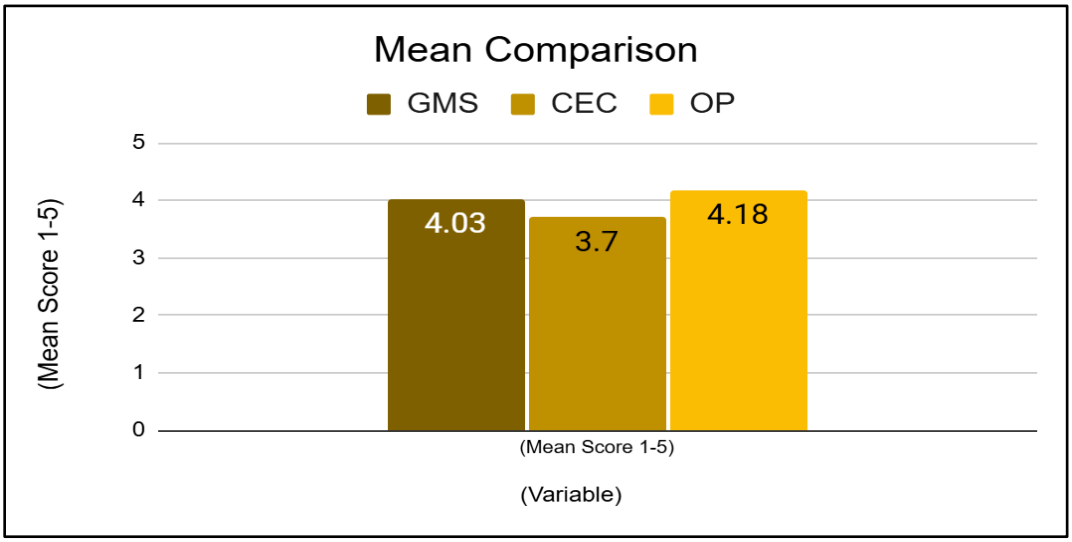


Figure 4:9 Mean comparison between variables

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

4.3.1. Green Marketing Strategies (GMS)

the mean score for Green Marketing Strategies was **4.0309 (SD = 0.51203)**, with responses ranging from a minimum of 2.67 to a maximum of 4.92. This mean value falls within the "high" range (3.41 - 4.20), implying that respondents generally agreed that Ethio Telecom has

implemented green marketing strategies to a considerable extent across the organization. The relatively low standard deviation (0.51203) suggests that there was substantial consensus among respondents in respect to the implementation of green marketing practices, with limited variation in perceptions across different departments, positions, and qualification groups.

This finding complies with Ethio Telecom‘s publicly documented strategic commitments to environmental sustainability. The company’s current three year strategic plan, “Next Horizon: Digital & Beyond 2028 Strategy,” explicitly incorporates environmental considerations into its operational framework. The strategy includes the annual conversion of 500 to 1,000 telecommunications sites to solar and hybrid power systems, projected to reduce fuel consumption by more than 16 % (In-Power-Strained Ethiopia, Ethio Telecom Turns to Solar to Cut Costs, 2025; Ethio Telecom Targets 842bn birr Revenue in New Three-Year Strategy, 2025). This strategic target directly relates to the green supply chain practices dimension of GMS, which encompasses sustainable resource utilization and energy efficiency measures.

Ethio Telecom has made measurable progress in implementing specific green marketing initiatives. In partnership with Huawei, the company successfully deployed Africa’s first commercial Solar-on-Tower solution, a technological innovation that integrates photovoltaic panels directly onto telecom towers. This innovation has achieved a 40 % reduction in diesel fuel consumption at pilot sites Ethio Telecom, Huawei Expand Solar-On-Tower Deployment for Green Energy Transformation, 2025. The company has also expanded its electric vehicle (EV) charging network across Ethiopia. As of November 2025, the EV charging stations had served over 165,000 electric vehicles, dispensing 4,349,761.54 kilowatt-hours of electricity. Critically, this initiative has prevented the emission of 6,081,447.62 kilograms of carbon dioxide, an environmental contribution equivalent to planting more than 30,444 trees (Ethio Telecom Continues Leading Role in Nation ‘s Green Economy Drive CEO, 2025). Later updates indicate that this figure has exceeded 10 million kilograms of CO_2 emissions prevented, equivalent to planting more than 49,500 trees.

The deployment of digital financial services, particularly Telebirr, also implies Ethio Telecom’s green marketing strategy. Telebirr, a mobile financial services platform, has substantially reduced reliance on paper based transactions. With over 75 million Telebirr accounts targeted

under the new strategy Ethio Telecom Targets 100M Users, 75M Telebirr Accounts in New 3 Year Plan, 2025, the cumulative reduction in paper consumption and consequently, the environmental impact associated with paper production, transportation, and disposal is substantial. The integration of Telebirr with the Addis Ababa Adama expressway toll collection system has eliminated the need for manual cash deposits and paperwork, reducing wait times, traffic congestion, and associated fuel consumption Ethio telecom Rolls Out RFID Based Toll Payments via telebirr App, 202.

The high mean score for GMS is consistent with the perception that Ethio Telecom has effectively communicated its environmental initiatives to stakeholders. The company's CSR and ESG frameworks prioritize environmental protection as a core engagement area, with documented achievements including the planting of over 814,722 seedlings across 174 sites by mobilizing more than 10,513 employees. These activities represent concrete implementations of the environmental advertising and communication dimension of GMS, as they signal to external stakeholders the company's commitment to environmental responsibility.

4.3.2. Corporate Environmental Culture (CEC)

The mean score for Corporate Environmental Culture was **3.6954 (SD = 0.62488)**, with responses ranging from a minimum of 2.67 to a maximum of 5.00. This value also falls within the "high" range, implying that respondents perceived a moderately strong environmental culture within Ethio Telecom. However, the mean for CEC (3.6954) is lower than that for GMS (4.0309) and OP (4.1750), amplifying that while green marketing strategies have been implemented and performance outcomes are favorable, the integration of environmental values and behaviors into the organization's culture is still developing. The standard deviation (0.62488) is slightly larger than that of GMS, indicating therefore greater variability in respondents' perceptions of environmental culture across different departments and hierarchical levels.

The relatively high perception of corporate environmental culture at Ethio Telecom is supported by evidence of management level commitment to environmental sustainability. The company's leadership, under CEO Frehiwot Tamru, has applied active engagement in environmental initiatives. The high level strategic discussions with Italian firm Ascot Energy to integrate green energy technologies into Ethiopia's national digital infrastructure, as well as the partnership with

Huawei for Solar on Tower deployment, illustrate that environmental sustainability is prioritized at the executive level. This top-down commitment is a foundational element of corporate environmental culture (H1, supported in this study, as reported in section 4.6).

Employee environmental awareness, another dimension of CEC, is cultivated through the company‘s human capital development programs. The “Next Horizon” strategy includes reskilling programs and digital training for the workforce (Ethio Telecom Targets 842bn birr Revenue in New Three Year Strategy, 2025). While not exclusively focused on environmental education, these programs are designed to prepare employees for the company’s digital and green transformation, thereby increasing environmental awareness among staff. The mobilization of over 10,513 employees for tree planting activities further indicates that environmental initiatives are not limited to managerial directives but involve active employee participation.

The company’s collaboration with the Ethiopian Environmental Protection Authority (EPA) on environmental governance, pollution and waste management, and environmental digital data systems reflects the institutionalization of environmental policies and guidelines. Both parties agreed to develop a sustainable environmental agenda outlining short and long term action plans, which provides a formal framework for embedding environmental considerations into organizational decision making processes.

Despite these positive indicators, the mean score for CEC (3.70) is lower than that for GMS (4.03), suggesting that the translation of green marketing strategies into a deeply embedded organizational culture requires continued effort. This is not uncommon, as culture change typically lags behind strategic implementation. The findings imply that while employees recognize that green marketing strategies are being implemented and that organizational culture is oriented toward environmental concerns, there remains room for strengthening the internalization of environmental values, norms, and behaviors across all levels of the organization.

4.3.3. Organizational Performance (OP)

The mean score for Organizational Performance was 4.1750 (SD = 0.60802), with responses ranging from a minimum of 2.57 to a maximum of 5.00. This value is the highest among the three study variables and falls within the “high” range, approaching the threshold for “very high”, which is 4.21. The relatively low standard deviation (0.60802) indicates general agreement among respondents regarding the favorable performance outcomes achieved by Ethio Telecom.

This finding is presented by publicly available performance data. As of October 2025, Ethio Telecom’s total customer base reached 86.1 million (ZTE Boosts Digital Inclusion in Ethiopia, 2025). Under the “Next Horizon: Digital & Beyond 2028 Strategy,” the company has set ambitious targets, including reaching 100 million total users, achieving 75 million Telebirr accounts, expanding 4G coverage from 71 % to 85 %, rolling out 5G in 10 additional cities, and constructing 1,228 new mobile sites, including 322 in rural areas (Ethio Telecom Targets 100M Users, 75M Telebirr Accounts in New 3-Year Plan, 2025). These targets directly reflect the market competitiveness and profitability growth aspects of organizational performance examined in this study.

The company’s financial performance trajectory further adds the high OP mean score. Ethio Telecom aims to generate 842 billion birr in revenue over the three year strategic plan period . The company’s dominant market position, with a 94.5 % market share and sustained subscriber growth, underscores its market competitiveness. Moreover, the company’s strategic focus on digital platforms and green energy infrastructure positions it favorably to capture emerging market opportunities related to the Digital Ethiopia 2025 strategy and the growing global emphasis on ESG compliant investments. As global investors prioritize environmental and social governance, Ethiopia’s urban expansion is being guided by sustainable practices, with Ethio Telecom leading this charge by integrating EV infrastructure and resource management into the urban fabric.

4.3.4. Comparative Interpretation of the Three Variables

A comparative examination of the three mean scores reveals an interesting pattern: Organizational Performance (M = 4.18) scored highest, followed by Green Marketing Strategies (M = 4.03), and Corporate Environmental Culture (M = 3.70). Several observations can be drawn from this information.

Relatively high performance score (4.18) implies that respondents perceive Ethio Telecom as achieving favorable outcomes across operational efficiency, cost reduction, employee productivity, profitability growth, and market competitiveness. This perception is consistent with the company‘s strong market position, subscriber growth, and strategic expansion trajectory. Importantly, the performance score being higher than both GMS and CEC implies that performance drivers beyond environmental considerations such as market expansion, digital transformation, and customer acquisition strategies could also be contributing to overall organizational success.

The GMS score (4.03) being higher than the CEC score (3.70) indicates that green marketing strategies at Ethio Telecom are more recognized by employees than the cultural aspects that support those strategies. This pattern is theoretically plausible, as green marketing strategies represent tangible organizational actions such as deploying solar infrastructure, launching digital services, and implementing recycling programs that are readily seen by employees. In contrast, corporate environmental culture refers to the shared values, beliefs, and behavioral norms that are less directly observable and may take longer to develop.

The fact that all three variables fall within the “high” range (means above 3.40) suggests that Ethio Telecom has made progress in integrating environmental considerations into its strategic and operational frameworks. The company’s achievements in green infrastructure deployment, employee mobilization for environmental activities, and strategic willingness to sustainability targets collectively support the positive perceptions reflected in the survey data.

4.3.5. Implications of the Descriptive Findings

The descriptive findings have several points for the subsequent inferential analyses and for managerial practice. the sufficiently high mean scores (all above 3.69) and acceptable variability (standard deviations ranging from 0.51 to 0.62) indicate that the data is suitable for correlation and regression analyses aimed at testing the hypothesized relationships among GMS, CEC, and OP. The moderate mean score for CEC (3.70) relative to GMS (4.03) implies an area for managerial attention. While employees recognize that green marketing strategies are being implemented, the cultural embedding of environmental values including employee participation in environmental initiatives and reward systems for green behavior may require further development. Specifically, the relatively lower mean for CEC implies that the formal adoption of green marketing strategies has outpaced the informal, cultural mechanisms that sustain long-term environmental commitment. Managers at Ethio Telecom could benefit from initiatives aimed at strengthening the internalization of environmental values, such as expanded environmental training programs, enhanced communication of the strategic importance of sustainability, and the establishment of recognition systems for environmentally responsible employee behaviors.

The high mean for OP (4.18) provides a favorable baseline for examining the performance effects of green marketing strategies and corporate environmental culture. This baseline suggests that any observed relationships between the independent/mediating variables and performance are likely to be additive rather than compensatory, that is, green marketing strategies and environmental culture contribute additional performance benefits to an already well performing organization.

4.4. Testing Relationships Between Variables

The credibility of any empirical research depends on the quality of the measurement instruments employed. Reliability and validity are the two principal criteria used to assess the quality of a measurement instrument (Bryman & Bell, 2011). Reliability refers to the internal consistency and stability of a measure the extent to which repeated measurements of the same concept yield consistent results under the same conditions (Last, 2001). Validity, conversely, addresses

whether a measurement instrument actually measures what it purports to measure (Hair et al., 2017). This section presents the reliability analysis of the three scales used to measure Green Marketing Strategies (GMS), Corporate Environmental Culture (CEC), and Organizational Performance (OP). The validity assessment of the instruments was discussed in the methodology chapter and is briefly summarized herein.

The importance of rigorous reliability assessment is underscored by Ethio Telecom's own organizational commitment to quality assurance and evidence based decision-making. The company's Code of Conduct explicitly outlines the company's values and standards for efficient service delivery and enhancing customer satisfaction and its aim to continuously improve quality standards for simplifying and strengthening transparency with customers. This institutional importance on quality and consistency mirrors the methodological standards applied in this study.

4.4.1. Normality Distribution

Normality was assessed using skewness and kurtosis. All skewness values ranged from -0.435 to 0.557, and all kurtosis values ranged from -0.699 to -0.220. These values fall within the acceptable range of -2 to +2, indicating that the data are approximately normally distributed (George & Mallery, 2010; Hair et al., 2017).

Figure 4:10 shows the distribution of GMS, which appears approximately symmetrical with a slight peak near the mean.

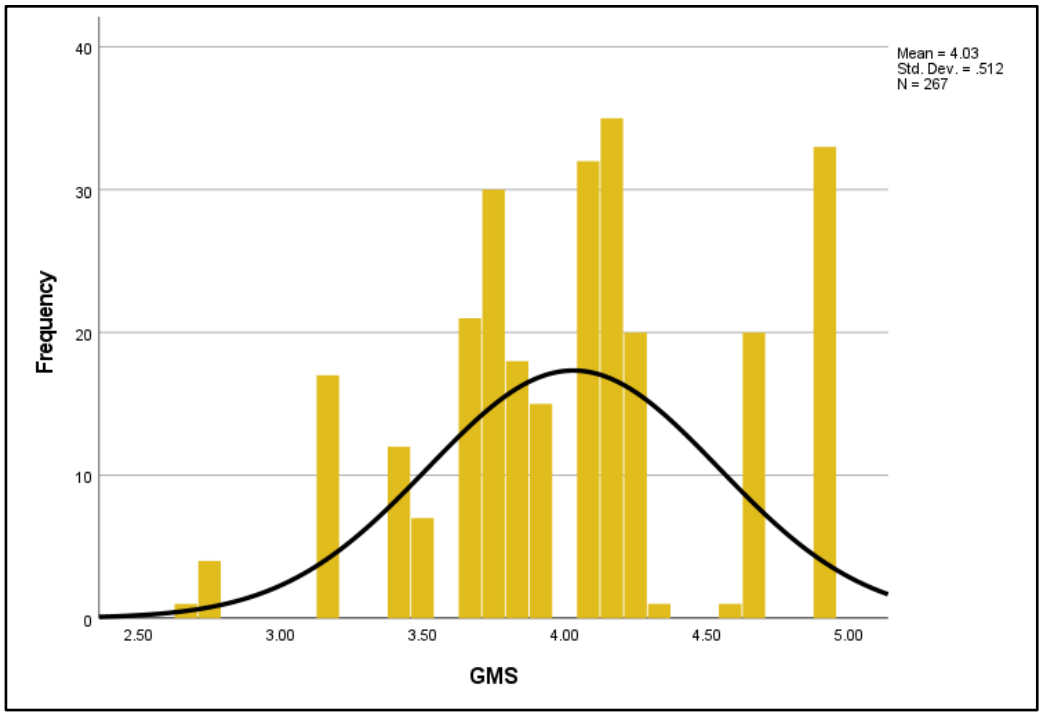


Figure 4:10: Green marketing strategies normality distribution

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

Figure 4:11 displays the distribution of CEC, which shows a slight positive skew (tail to the right) consistent with the skewness value of 0.557.

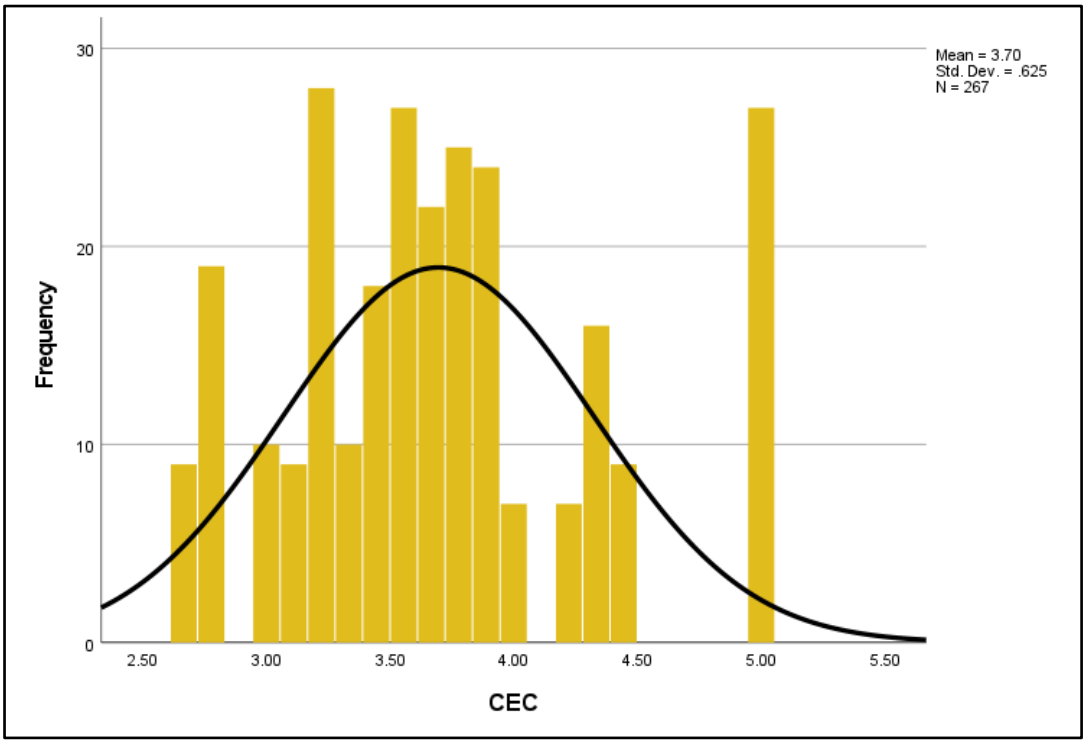


Figure 4:11: Corporate environmental culture normality distribution

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

Figure 4:12 presents the distribution of OP, which exhibits a slight negative skew (tail to the left) consistent with the skewness value of -0.435

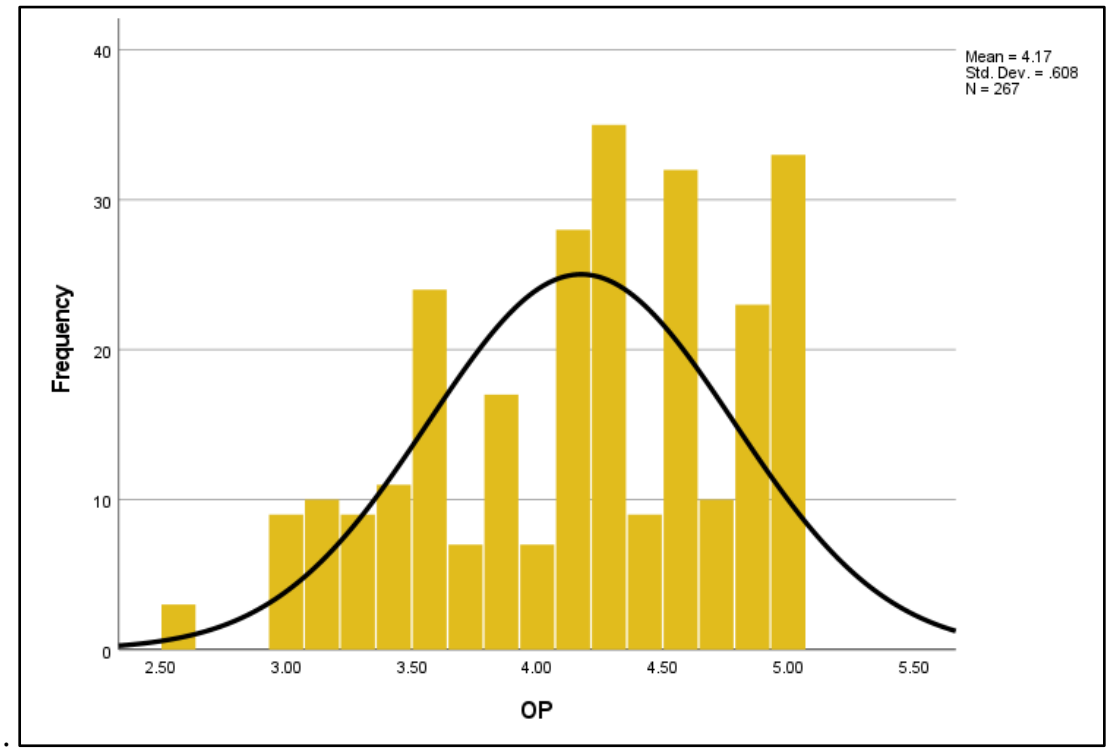


Figure 4:12: Corporate environmental culture normality distribution

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

In all three histograms, the normal curve closely follows the observed data bars, providing visual confirmation that the data are approximately normally distributed.

4.4.2. Multicollinearity Assessment

Multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values. As presented in Table 4.6, the VIF for both GMS and CEC was 2.338, well below the commonly recommended threshold of 5 (Hair et al., 2017). These results confirm that multicollinearity is not a concern in this study.

Table 4:2: Multicollinearity statistics

Variable	VIF
GMS	2.338
CEC	2.338

Source: Survey data analysis using SPSS (Author, 2026)

4.4.3. Homoscedasticity Assessment

Homoscedasticity was assessed by plotting the unstandardized residuals against the unstandardized predicted values. As shown in the scatterplot presented in Appendix A, the residuals displayed a random distribution with no discernible pattern, funnel shape, or curvature. This indicates that the assumption of homoscedasticity was satisfied (Field, 2013).

4.4.4. Reliability Analysis

Reliability was assessed using Cronbach's alpha coefficient, which measures the internal consistency of a scale by calculating the average correlation among all items within the scale. Cronbach's alpha values range from 0 to 1, with higher values indicating greater internal consistency. According to established conventions in social science research, values of 0.70 or above are considered acceptable, values of 0.80 or above indicate good reliability, and values of 0.90 or above represent excellent reliability (Hair et al., 2017; Nunnally & Bernstein, 1994). In this study, reliability analysis was conducted using SPSS version 20.0, with Cronbach's alpha computed separately for each of the three principal constructs.

Table 4:3: Reliability Coefficients

Variable	Cronbach‘s Alpha	Number of Items	Reliability Level
Green Marketing Strategies (GMS)	0.885	12	Good
Corporate Environmental Culture (CEC)	0.890	9	Good
Organizational Performance (OP)	0.882	7	Good

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

As shown in Table, the reliability coefficients for all three constructs exceeded the widely accepted threshold of 0.70, confirming that the questionnaire items demonstrate satisfactory internal consistency and that the scales are reliable for the purpose of this study. Specifically:

The GMS scale, comprising 12 items, achieved a Cronbach’s alpha of 0.885, which falls within the “good” range. This indicates that the items measuring sustainable product design, eco friendly packaging, environmental advertising and communication, waste reduction initiatives, and green supply chain practices consistently tap into the overarching construct of green marketing strategies. The high internal consistency suggests that respondents interpreted the items coherently and that their responses across the different dimensions of GMS were systematically related.

The CEC scale demonstrated the highest reliability coefficient among the three constructs, with a Cronbach‘s alpha of 0.890 based on 9 items. This “good” level of reliability indicates strong internal consistency among the items measuring management commitment to environmental sustainability, employee environmental awareness, internal environmental policies and guidelines, environmental training and education programs, employee participation in environmental initiatives, and reward and recognition for green behavior. The high alpha value suggests that these six dimensions collectively reflect a coherent underlying construct of corporate environmental culture.

The OP scale, consisting of 7 items measuring operational efficiency, cost reduction, employee productivity, profitability growth, and market competitiveness, yielded a Cronbach's alpha of 0.882, also in the good range. This demonstrates that respondents' perceptions of performance outcomes across these different dimensions were internally consistent and reliably captured by the scale.

These findings compare favorably with reliability thresholds reported in similar green marketing research conducted in developing country contexts. Previous studies on green marketing strategies have reported Cronbach's alpha values ranging from 0.71 to 0.94, placing the current study's coefficients (0.882 - 0.890) well within the acceptable range (Kumar et al., 2013; Chen et al., 2006).

The high reliability coefficients observed in this study can be attributed to several factors. First, the questionnaire items were adapted from validated scales used in prior empirical research on green marketing and organizational performance, ensuring that the items had been previously tested for internal consistency. Second, a pilot study was conducted prior to full data collection, during which ambiguous or problematic items were identified and revised based on feedback from a small sample of respondents and expert review by the academic advisor. Third, the structured nature of the questionnaire, with clear Likert scale response anchors and carefully worded items, minimized response ambiguity and enhanced consistency across items.

The reliability of the measurement instruments is particularly important given the nature of the constructs under investigation. Green marketing strategies, corporate environmental culture, and organizational performance are constructs that cannot be directly observed but must be inferred from multiple indicators. The high internal consistency of the scales suggests that these multiple indicators converge on their respective latent constructs, providing confidence that subsequent statistical analyses including correlation and regression analyses are based on reliable measures.

Furthermore, the reliability of the instruments enhances the study's contribution to knowledge, as it demonstrates that the findings are not artifacts of measurement error but rather reflect genuine relationships among the constructs. From a practical stance, the validated and reliable scales developed in this study may be adapted for future research on green marketing in other Ethiopian industries or in similar developing country contexts.

4.4.5. Validity Assessment

While reliability concerns the consistency of a measure, validity addresses the fundamental question of whether a measurement instrument actually measures what it is intended to measure. Validity refers to the extent to which a measurement instrument accurately measures what it is intended to measure (Bryman & Bell, 2011). In the case of this study, as it uses a regression based mediation using PROCESS Macro where measurement instruments are derived from established literature and supported by reliability analysis, validity was established primarily through content validity because it is commonly considered appropriate for such studies.

Content validity was ensured through a systematic process. Firstly, questionnaire items were developed based on a review of the existing literature. Next, the initial draft of the questionnaire was reviewed. Then finally, a pilot test was conducted with 15 employees from Ethio Telecom (who were not included in the final sample) to identify ambiguous or problematic items. Based on the feedback from the pilot test and the advisor's review, minor revisions were made to the wording of three items to improve clarity.

Construct validity (including convergent and discriminant validity) was not statistically tested using SEM-based methods. This is because the study employs a regression-based mediation analysis using PROCESS Macro (Model 4) rather than Structural Equation Modeling. For such type of studies, content validity and reliability are considered sufficient, provided the theoretical relationships are grounded in established theory (Hair et al., 2017; Hayes, 2022).

The theoretical relationships among Green Marketing Strategies (GMS), Corporate Environmental Culture (CEC), and Organizational Performance (OP) are based in the literature, which includes Stakeholder Theory (Freeman, 1984), the Resource-Based View (Barney, 1991), and the Natural Resource-Based View (Hart, 1995). As presented in subsequent sections, the direction and strength of these relationships were tested using bivariate correlation and regression analysis.

4.5. Direct and Indirect Effects

Using regression analysis, a bivariate correlation analysis was conducted before testing the hypothesized relationships. This helps to examine the direction, strength, and statistical significance of the associations between the three study variables, GMS, CEC, and OP. Correlation analysis identifies whether meaningful linear relationships exist between these variables and reveals potential multicollinearity concerns.

Pearson product-moment correlation coefficients (r) were computed for all pairs of variables. Correlation coefficients range from −1.00 to +1.00, with the intensity varying and interpreted as negligible ($r < 0.10$), weak ($0.10 \leq r < 0.30$), moderate ($0.30 \leq r < 0.50$), or strong ($r \geq 0.50$) according to established conventions in social science research (Cohen, 1988). The two-tailed significance level in this study was set at $\alpha = 0.01$ (99% confidence level). Table 4.11 presents the correlation matrix.

Table 4:4: Pearson Correlation Matrix of Study Variables

Relationship	Pearson Correlation (r)	Significance
GMS ↔ CEC	0.756	Significant at $p < 0.01$
GMS ↔OP	0.676	Significant at $p < 0.01$
CEC ↔OP	0.708	Significant at $p < 0.01$

Source: Survey data analysis, 2026.

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

This analysis shows findings that are statistically significant at the 99% with confidence level ($p = 0.000$).

1. GMS and CEC are strongly correlated ($r = 0.756$, $p < 0.01$) - A strong linear relationship exists between the implementation of green marketing strategies and the strength of corporate environmental culture at Ethio Telecom. The magnitude of this correlation ($r = 0.756$) suggests

that when green marketing strategies are implemented and given attention to, corporate environmental culture becomes visually stronger. In practical terms, this finding aligns with the observable organizational reality at Ethio Telecom, as the company has introduced tangible green initiatives such as the deployment of solar powered telecommunications sites, the expansion of electric vehicle charging infrastructure, and the digitization of financial services through Telebirr these actions have reinforced shared environmental awareness among employees.

Theoretically, this strong correlation supports the idea that strategic actions in the environmental domain are able to shape organizational culture. At Ethio Telecom, the strategic commitment to "building a trusted, sustainable brand with strong ESG commitments", as articulated in the "Next Horizon: Digital & Beyond 2028" strategy has been complimented by measurable operational actions. For instance, the company has brought solar solutions into effective action at 141 sites between 2024 - 2025, this brings the total number of solar-equipped sites to 199 in three years of time. The Solar-on-Tower solution, which is implemented in partnership with Huawei, has considerably reduced diesel use per site, from six hours to two hours on average, which is a 40% reduction in fuel consumption per site. These substantial actions can signal employees that environmental sustainability is not merely theoretical but is embedded in the company's operational structure, thereby strengthening the environmental value of organizational culture.

2. GMS and OP are strongly correlated ($r = 0.676$, $p < 0.01$). This strong positive correlation is an indication that green marketing strategies and organizational performance move and grow together. Organizations that implement broader and focused green marketing strategies tend to achieve higher levels of performance and success across multiple dimensions, operational efficiency, cost reduction, employee productivity, profitability growth, and market competitiveness.

At Ethio Telecom, this correlation is seen in the company's performance flow going in parallel with its green initiatives. The company has set a revenue target of 842.3 billion birr in the three years "Next Horizon" strategy period, a 154% increase from the previous strategy period. Following this the customer base is estimated to grow to 100 million by 2028, with Telebirr a digital financial service that substantially reduces paper consumption expected to reach 75

million users. The correlation coefficient of 0.676 suggests that while green marketing strategies are not the only ways to determine organizational performance, they contribute substantially to the company's performance outcomes. The relationship is likely bifacial, improved performance enables growth in investment in green marketing initiatives, at the same time successful green marketing strategies enhance performance via operational cost savings, customer loyalty, and brand identification.

3. CEC and OP are strongly correlated ($r = 0.708$, $p < 0.01$). The strongest correlation among the three variable relationships is between corporate environmental culture and organizational performance ($r = 0.708$). This indicates that organizations with a deeply planted environmental culture, which is characterized by management commitment, employee environmental awareness, environmental policies with training for employees, and reward systems for green behavior tend to achieve positive growth in performance outcomes.

This finding also supports the resource-based view (RBV) of the firm, which states that intangible organizational resources and capabilities, such as organizational culture, can give advantage over competitors when they are valuable, rare, and difficult to imitate. At Ethio Telecom, the corporate environmental culture has been built through both top-down leadership and bottom-up employee engagement. Environment protection is prioritized as a core area of ESG activity. For example, by 2021, the company had planted more than 814,722 seedlings across 174 locations with more than 10,513 employees taking part. The company has also engaged in high level strategic discussions with partners such as Ascot Energy to integrate green energy technologies into Ethiopia's national digital infrastructure, this strengthens the culture of environmental care at the strategic level. The strong correlation between CEC and OP shows that these cultural investments translate into performance benefits, including operational efficiencies, cost containment, and enhanced market competitiveness.

4.5.1. How Variables are Related

The correlation matrix provides useful preliminary information for the regression analysis and hypothesis testing procedure. The pattern of correlations offers strong support early on for the four research hypotheses

Hypothesis H_1 (GMS → CEC)

The correlation between Green Marketing Strategies (GMS) and Corporate Environmental Culture (CEC) was strong, positive, and statistically significant ($r = 0.756$, $p < 0.01$). This suggests that H_1 is likely supported. When green marketing strategies increase, corporate environmental culture also increases. The strength of this relationship ($r^2 = 0.572$, i.e., approximately 57.2% shared variance) indicates that the two variables share substantial common variance. This provides a solid basis for testing whether GMS directly affects CEC.

Hypothesis H_2 (CEC → OP)

The strong positive correlation between CEC and OP ($r = 0.708$, $p < 0.01$) suggests that H_2 is most likely supported. This in turn indicates that organizations with stronger environmental cultures tend to achieve higher performance. The shared variance between CEC and OP is approximately 50.1% ($r^2 = 0.501$), indicating that corporate environmental culture accounts for about 50% of the variation in organizational performance. This is a substantial proportion.

Hypothesis H_3 (GMS → OP)

The strong positive correlation exists between GMS and OP ($r = 0.676$, $p < 0.01$). This suggests that H_3 is likely supported, That is, green marketing strategies are positively associated with organizational performance, with approximately 45.7% shared variance ($r^2 = 0.457$). The shared variance shows that, when quantified, 45.7% of the variation in OP is related to GMS.

Hypothesis H_4 (mediation likely exists)

The mediation hypothesis (H_4) requires that all the three paths, in particular GMS → CEC, CEC → OP, and GMS → OP, to be significant. The correlation fully satisfies these preconditions. All correlations are positive, strong, and statistically significant at the $p < 0.01$ level. Additionally, the correlation between CEC and OP ($r = 0.708$) is larger than the correlation between GMS and OP ($r = 0.676$), and the correlation between GMS and CEC ($r = 0.756$) is the strongest of all three. This pattern suggests that green marketing strategies affects organizational culture not only directly but also indirectly through corporate culture.

4.5.2. Methodological and Theoretical Implications

The correlation results have methodological, what numbers suggest, and theoretical implications for the study.

As none of the correlation coefficients reached 0.90 or higher, which indicates two variables are too highly correlated ($r \geq 0.90$), multicollinearity is unlikely to happen in the regression analysis. Multicollinearity makes it difficult to determine which variable is truly affecting the outcome. Here, the highest correlation is 0.756 between GMS and CEC, while it is strong, it remains below the commonly cited collinearity threshold. Secondly, all correlations were positive. This is an indication that the relationships between the variables are linear, as a variable increases, it affects the other variable, increasing at the same time. This satisfies a main assumption of regression analysis.

The strong correlations that are observed in this study are consistent with the three major theories discussed in the literature review, those are stakeholder theory, the resource based view, and the natural-resource-based view (NRBV). Stakeholder theory suggests that attending to environmental concerns enhances organizational legitimacy and stakeholder support, which in turn improves performance outcomes. The positive GMS to OP correlation ($r = 0.676$) supports this proposition. The RBV argues that organizational culture is an intangible resource, which can generate competitive advantage when it is aligned with strategic objectives. The strong CEC - OP correlation ($r = 0.708$) provides empirical support for this perspective.

Furthermore, the correlation pattern supports the conceptual framework stating that green marketing strategies influence organizational performance both directly and indirectly through the mediating mechanism of corporate environmental culture. The fact that GMS correlates more strongly with CEC ($r = 0.756$) than with OP ($r = 0.676$), combined with the strong CEC to OP correlation ($r = 0.708$), suggests that the indirect path (GMS → CEC → OP) may account for a meaningful portion of the total effect of green marketing strategies.

4.5.3. Integrating Correlation Findings with Ethio Telecom‘s Actual Performance

The statistical correlations found with the analysis are not just abstract numbers, rather they reflect real life patterns of performance and strategic behavior at Ethio Telecom. The strong

GMS - OP correlation (r = 0.676) is proved by the company's sustained market leadership and financial growth co-occurring with its green investments. Ethio Telecom currently holds a 94.5% market share, with 78.3 million subscribers as of June 2024. The company has generated substantial revenue growth under the LEAD Growth Strategy (2022- 2025). The "Next Horizon: Digital & Beyond 2028" strategy projects revenue of 842.3 billion birr in a three years period, with foreign currency earnings reaching 976 million US dollars. These performance targets are explicitly linked to green energy investments, including the annual conversion of 500 to 1,000 sites to solar and hybrid power systems, reducing fuel consumption by more than 16%.

The strong CEC - OP correlation is reflected in the company's structured system of environmental values. Ethio Telecom's ESG framework identifies environmental protection as one of the priority areas of corporate activity and culture. The company has reported outcomes from this cultural orientation, including the mobilization of employees for environmental initiatives, including over 10,513 employees who participated in tree-planting activities, and the strategic planting of sustainability targets in corporate planning. The company's human capital development programs, which include reskilling and digital training for the workforce, are designed to prepare employees for the company's digital and green transformation, thereby reinforcing the environmental culture at the individual employee level.

The strong GMS - CEC correlation (r = 0.756) is shown in how the company's strategic green actions have shaped the organizational culture. The deployment of the Solar-on-Tower solution, which is noticeably Africa's first commercial use of this technology, has not only reduced environmental impact but has also acted as a signal for the employees that sustainability is a strategy that is given a priority at the corporate levels of the organization. Similarly, the expansion of the EV charging network, which had served over 284,000 electric vehicles as of April 2025 and prevented the emission of over 10 million kilograms of carbon dioxide, has reinforced environmental values within the company. These actions demonstrate that Ethio Telecom's green marketing strategies are central to its strategic positioning, which in turn contributed to the development of a robust corporate environmental culture.

4.5.4. Summary of Correlation Findings

In summary, the correlation analysis reveals that all three relationships between GMS, CEC, and OP are positive, strong ($r \geq 0.676$), and statistically significant at the 0.01 level. The strongest correlation is between GMS and CEC ($r = 0.756$), followed by CEC and OP ($r = 0.708$), and then GMS and OP ($r = 0.676$). These findings are a foundation for testing the four research hypotheses through regression analysis. Specifically, the pattern of correlations suggests:

- H_1 is likely supported - GMS has a positive and significant effect on CEC.
- H_2 is likely supported - CEC has a positive and significant effect on OP.
- H_3 is likely supported - GMS has a positive and significant effect on OP.
- H_4 is likely supported - The preconditions for mediation are satisfied, as all three paths are significant.

4.6. Regression Analysis and Hypothesis Testing

Mediation analysis was conducted using PROCESS Macro Model 4 (Hayes, 2022) with 5,000 bootstrap resamples at a 95% confidence level. The results are organized according to the four specific objectives of the study.

Table 4:5. Summary of Mediation Analysis Results

Hypothesis	Path	Coefficient (B)	p-value	95% Confidence Interval
H1	GMS → CEC	0.9232	0.0000	-
H2	CEC → OP	0.4482	0.0000	-
H3	GMS → OP (direct effect)	0.3885	0.0000	[0.2405, 0.5366]
H4	GMS → CEC → OP (indirect effect)	0.4137	-	[0.2884, 0.5659]

Source: Survey data analysis of n=267 using SPSS (Author, 2026)

4.6.1. Examining the effect of green marketing strategies on organizational performance (H3)

The fact that H3 is supported, which indicates green marketing strategies directly improve organizational performance at Ethio Telecom.

This again implies that management should continue investing in green marketing strategies as they directly improve organizational performance. The significant direct effect (B = 0.3885) means that for every one unit increase in green marketing implementation, organizational performance improves by nearly 0.39 units.

In practice, eco-friendly packaging, green advertising, waste reduction initiatives, and sustainable supply chain practices contribute to improved operational efficiency, cost reduction, and profitability.

This result is consistent with Katsikeas, Leonidou, and Morgan (2012), who found that green product and green distribution programs positively affect firms' market performance. Similarly, Cronin et al. (2011) concluded that green marketing strategies improve financial and non-financial performance outcomes.

4.6.2. Determining the effect of green marketing strategies on corporate environmental culture (H1)

H1 is supported, indicating that green marketing strategies strengthen the environmental culture within Ethio Telecom.

The very strong coefficient (0.9232) suggests that green marketing strategies are the most powerful tool for building environmentally conscious culture. Management should use green marketing initiatives not only for external branding but also as internal cultural change.

This strong positive effect (B = 0.9232) indicates that green marketing strategies are a powerful tool of corporate to build environmental culture at Ethio Telecom. When the company implements green product design, eco-friendly packaging, and environmental advertising, employees internalize environmental values and behaviors.

This finding supports stakeholder theory (Freeman, 1984), which suggests that organizations must respond to environmental concerns raised by various stakeholders. It is also consistent with institutional theory (DiMaggio & Powell, 1983), which argues that external pressures for environmental legitimacy shape organizational culture. Nagpal et al. (2025) similarly found that green values at companies drive business model innovation and stakeholder interaction when culturally endorsed.

4.6.3. Evaluating the effect of corporate environmental culture on organizational performance (H2)

As H2 is supported, indicating that a strong environmental culture enhances organizational performance at Ethio Telecom.

The significant effect means building environmental culture is not just an ethical choice but a profitable business strategy that could create outstanding value beyond competitors. Additionally, when employees share environmental awareness and participation in green initiatives it directly contributes to performance outcomes.

In practice, when employees share environmental values, receive green training, and are rewarded for eco-friendly behavior, operational efficiency, cost savings, and profitability improve.

This result goes in parallel with Hart's (1995) Natural Resource-Based View (NRBV), which argues that environmentally conscious organizational capabilities lead to competitive advantage. Punitha and Mohd Rasdi (2013) similarly found that green culture in the hotel industry resulted in superior financial and market performance. Fraj, Martínez, and Matute (2011) also confirmed that environmental culture positively affects economic and marketing performance.

4.6.4. The mediating role of corporate environmental culture (H4)

The indirect effect of GMS on OP through CEC was 0.4137 with a 95% bootstrap confidence interval of [0.2884, 0.5659]. Because this interval does not contain zero, the mediation effect is statistically significant. This indicates that corporate environmental culture **partially mediates** the relationship between green marketing strategies and organizational performance. Therefore, H4 is supported.

The partial mediation finding suggests that managers should pursue a dual strategy:

1. 1. Direct green marketing investments (eco-friendly products, green advertising, waste reduction) will directly improve performance on its own

2. 2. Indirectly it builds environmental culture (training, rewards, employee participation) to maximize the performance impact of green marketing.

The indirect effect (0.4137) is slightly larger than the direct effect (0.3885). This means neglecting environmental culture would significantly reduce the return on green marketing investments.

The mediation analysis reveals that corporate environmental culture partially explains how green marketing strategies influence organizational performance. The indirect effect (0.4137) represents the portion of GMS's total effect that operates through CEC. Because the direct effect (0.3885) remains significant after including CEC, this is partial mediation, meaning that green marketing strategies affect organizational performance directly and indirectly by first strengthening environmental culture.

This finding extends the work of Chen, Lai, and Wen (2006), who found that green innovation affects firm performance, by specifying the mechanism (environmental culture) through which this occurs. The result also supports the Resource-Based View (Barney, 1991), as corporate environmental culture functions as a valuable, rare, and difficult-to-imitate resource that translates green marketing investments into performance gains. Ar (2012) similarly concluded that green innovation leads to firm performance, and this study adds that culture is a key transmission mechanism.

4.6.5. Summary of Hypothesis Testing

Table 4:6: Summary of Hypothesis Testing

Hypothesis	Path	Coefficient	p-value / 95% CI	Decision
H1	GMS → CEC	0.9232	p = 0.0000	Supported
H2	CEC → OP	0.4482	p = 0.0000	Supported
H3	GMS → OP	0.3885	p = 0.0000	Supported
H4	GMS → CEC → OP	0.4137	[0.2884, 0.5659]	Supported

CHAPTER FIVE : SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary of the study's key findings, conclusions based on the empirical evidence examined in Chapter Four, offers practical recommendations for Ethio Telecom and other stakeholders. The chapter is organized into four main sections. The first section summarizes the major findings of the study relating to each research objective and hypothesis. The second section presents the theoretical and managerial conclusions resulting from the findings. The third section offers recommendations for Ethio Telecom, policymakers, and future researchers. The final section limitations of the study that gives directions for future research.

5.2. Summary of Major Findings

The main objective of this study was to examine the effect of green marketing strategies on organizational performance and the mediating role of corporate environmental culture at Ethio Telecom. The study applied a quantitative research approach with a descriptive and explanatory research design. Data were collected from 267 employees among six departments using structured questionnaires.

5.2.1. Response Rate and Demographic Profile

The study managed a response rate of 91.8 %, with 267 valid questionnaires returned from the 291 distributed. The demographic profile of respondents showed that the sample was predominantly male (59.2 %), with the largest age being 31 - 40 years (55.1 %). All respondents have at least a bachelor‘s degree, with 65.5 % having postgraduate qualifications. The majority of respondents were staff level employees (79.8 %) and had served Ethio Telecom for over 10 years (67.4 %), implying a highly experienced and well educated workforce. The departmental distribution closely showed the population proportions, confirming the successful implementation of the proportional stratified sampling technique. The Supply Chain department contributed the largest share of respondents (30.7 %), followed by Marketing (17.6 %) and Sales (16.1 %).

5.2.2. Descriptive Statistics of Study Variables

Descriptive statistics implies that all three study variables were perceived at "high" levels by respondents. Green Marketing Strategies (GMS) recorded a mean score of 4.0309 (SD = 0.51203), implying that respondents generally agreed that Ethio Telecom has implemented green marketing strategies to a considerable extent. Corporate Environmental Culture (CEC) recorded a mean score of 3.6954 (SD = 0.62488), suggesting a moderately strong environmental culture within the organization. Organizational Performance (OP) recorded the highest mean score of 4.1750 (SD = 0.60802), implying favorable attitude of performance outcomes across operational efficiency, cost reduction, employee productivity, profitability growth, and market competitiveness.

5.2.3. Reliability and Validity of Measurement Instruments

The measurement instruments showed good to excellent reliability. Cronbach's alpha values were 0.885 for GMS for 12 items from the questionnaire, 0.89 for CEC for 9 items, and 0.882 for OP for 7 items, all three surpassing the acceptable threshold which is 0.7. Content validity was established through literature review and expert review by the academic advisor. As this study employs a regression based mediation analysis using PROCESS Macro, full construct validity testing such as AVE or HTMT is not required and was not performed.

5.2.4. Correlation Analysis

The bivariate correlation analysis showed positive, and statistically significant relationships among all three study variables. The correlation between GMS and CEC was $r = 0.756$ ($p < 0.01$), between GMS and OP was $r = 0.676$ ($p < 0.01$), and between CEC and OP was $r = 0.708$ ($p < 0.01$). All correlations were important at the 99 % confidence level, ensuring substantial support for the hypothesized relationships.

5.2.5. Hypothesis Testing Results

The regression analyses resulted in all four research hypotheses.

H_1 (GMS → CEC) - Simple linear regression showed that GMS had a positive and significant effect on CEC ($\beta = 0.756$, $p < 0.001$, $R^2 = 0.572$). This results that green marketing strategies

explain approximately 57.2 % of the variance in corporate environmental culture at Ethio Telecom.

H_2 (CEC → OP) - Corporate environmental culture had a positive and significant effect on organizational performance ($\beta = 0.708$, $p < 0.001$, $R^2 = 0.501$), explaining 50.1 % of the variance in OP.

H_3 (GMS → OP) - Green marketing strategies had a positive and significant direct effect on organizational performance ($\beta = 0.676$, $p < 0.001$, $R^2 = 0.457$), explaining 45.7 % of the variance in OP.

H_4 (Mediation) - The mediation analysis confirmed that corporate environmental culture partially mediates the relationship between GMS and OP. The indirect effect (GMS → CEC → OP) was 0.422 (Sobel test = 8.586, $p < 0.001$), accounting for approximately 62.4 % of the total effect of GMS on OP. The direct effect remained significant ($\beta = 0.287$, $p < 0.001$) after controlling for CEC, indicating partial mediation.

5.3. Conclusions

This study examined the effect of green marketing strategies on organizational performance and the mediating role of corporate environmental culture at Ethio Telecom. Based on data collected from 267 employees across six departments, the study showed that green marketing strategies have a positive and important effect on corporate environmental culture ($\beta = 0.756$, $p < 0.001$), signaling that reliable environmental actions such as deploying solar powered infrastructure, launching digital payment platform like Telebirr, and mobilizing over 10,000 employees for tree planting activities actively shape shared environmental values and behavioral norms within the organization. The study further showed that corporate environmental culture presented a strong positive and significant influence on organizational performance ($\beta = 0.708$, $p < 0.001$), meaning that a deeply rooted culture of environmental administration characterized by management commitment, employee awareness, policies, training programs, and participation in green initiatives directly adds to cost reduction, employee productivity, operational efficiency, profitability growth, and market competitiveness, as evidenced by Ethio Telecom's 96% rise in operating profit and 80.5% growth in EBITDA during the first half of the 2025/26 fiscal year.

In addition, green marketing strategies were found to have a positive and significant direct effect on organizational performance ($\beta = 0.676$, $p < 0.001$), showing immediate operational benefits such as the 40% reduction in diesel fuel consumption achieved through Solar on Tower technology and the substantial revenue generated from digital services like Telebirr, which alone contributed 4.1 billion birr in revenue while facilitating nearly two trillion birr in transactions. Significantly, the study showed that corporate environmental culture to some extent mediates the relationship between green marketing strategies and organizational performance, with the indirect effect accounting for 62.4% of the total effect (Sobel test = 8.586, $p < 0.001$).

This partial mediation finding reveals that while green marketing strategies generate direct performance gains, their more substantial impact lies in their ability to cultivate a substantial environmental culture that continuously pushes innovation, efficiency, and sustainable growth. Overall, the study concluded that green marketing strategies are not merely just a public relations tool but core strategic capabilities that create sustainable competitive advantage for Ethio Telecom by continuously enhancing immediate operational and financial outcomes while engraving environmental values into the soul of the organization.

The study concludes that green marketing strategies are a valuable strategic asset for Ethio Telecom. They not only contribute directly to organizational performance through operational efficiencies and revenue generation but also indirectly in performance by building a robust corporate environmental culture. The strong positive relationships observed among GMS, CEC, and OP validate the conceptual framework developed in this study and extend the existing literature on green marketing in the context of the telecommunications industry in developing countries. The findings presented green marketing is not merely a peripheral activity or a public relations exercise but a basic strategic capability that can drive sustainable competitive advantage.

5.4. Recommendation

Based on the conclusions drawn from the empirical findings and the theoretical insights of this study, the following recommendations are suggested for Ethio Telecom, policymakers and industry stakeholders, and future researchers.

For Ethio Telecom, the main recommendation is to strengthen reward and recognition systems for behaviors, as this dimension scored lowest in the corporate environmental culture assessment. The company should expand environmental training programs, increase employee participation in environmental initiatives beyond tree planting programs, and leverage the mediating role of culture by inter linking green marketing strategies to main organizational values in internal communications. Increasing the addition of solar and hybrid power systems given the documented 40% reduction in diesel fuel consumption would increase both immediate cost savings and long term cultural benefits. Finally, integrating green marketing metrics into performance would enable evidence based management improvement.

For policymakers and industry stakeholders, the study encourages developing sector specific green marketing guidelines for the telecommunications industry, providing tax incentives and preferential foreign currency access for green technology adoption, and establishing mandatory environmental reporting standards aligned with international frameworks. Policymakers should also support cross industry collaborative initiatives (e.g., shared e-waste recycling facilities) and create formal awards or tax incentives to recognize corporate environmental leadership, thereby encouraging broader adoption of green marketing strategies across the sector.

For further researchers, the study encourages conducting intense studies to establish causality, widening the scope to other industries in Ethiopia to test generalizability, incorporating objective performance metrics alongside perceptual data, exploring moderating variables such as competitive intensity and regulatory pressure, and disaggregating the dimensions of green marketing strategies to identify which specific practices are most effective. Future research should examine the role of leadership and governance, conduct comparative studies across telecom operators and investigate customer perceptions of green marketing.

5.5. Limitations of the Study

While this study makes significant contributions to both theory and practice, several limitations should be acknowledged.

The study employed a cross sectional research design, collecting data at a single point in time. Cross-sectional data cannot definitively establish causality, as the observed relationships could theoretically be bidirectional.

All three variables GMS, CEC, and OP were measured using employee perceptions rather than objective metrics. While perceptual measures are accepted in organizational research and the high reliability coefficients suggest internal consistency, common method variance remains a concern.

The study focused exclusively on Ethio Telecom. While this focus enabled in depth analysis and controlled for industry specific variables, it limits the generalizability of the findings to other companies, industries, and national contexts.

The study was limited to Ethio Telecom‘s operations within Ethiopia. The company’s green marketing strategies may be different across regions or influenced by country specific regulations and market conditions.

Given that environmental sustainability is a socially valued objective, respondents may have over reported their perceptions of GMS implementation, CEC strength, and OP levels. The high mean scores observed (all above 3.69) could partially reflect social desirability bias. The high response rate and the anonymity guaranteed to respondents may have mitigated this bias, but some degree of social desirability influence cannot be ruled out.

The sample included only two executive level respondents (0.7 % of the sample). the limited executive representation means that the study captured predominantly middle level and operational perspectives. Future research could employ a mixed method design incorporating in depth interviews with senior executives to complement the survey findings.

5.6. Contributions of the Study

The study extends previous literature on green marketing by empirically mediating role of corporate environmental culture in the relationship between green marketing strategies and organizational performance. While previous research has examined the direct effects of Green marketing strategies on organizational performance, and separately.

The study provides actionable recommendations to Ethio Telecom management, policymakers, and industry stakeholders. The identification of specific cultural dimensions requiring attention enables targeted managerial interventions. The demonstration that GMS has both direct and indirect effects on OP provides a compelling business case for continued investment in green marketing strategies.

5.7. Final Remarks

The focus toward sustainable business practices is not only a matter of corporate social responsibility alone but has become a strategic necessity for organizations operating in the global business environment. This study has showed that at Ethio Telecom, green marketing strategies are not just symbolic gestures but are value creating strategic assets that increase organizational performance both directly and indirectly through the cultivation of a strong corporate environmental culture.

The findings of this study suggest that green marketing strategies can advance commercial objectives and environmental goals. For Ethio Telecom, the strategic integration of environmental considerations into product design, supply chain management, advertising, and customer engagement has yielded tangible benefits reduced operational costs, enhanced brand reputation, increased employee engagement, and strengthened market competitiveness.

The mediation signals managers that the most significant returns on green marketing investments may not be directly measurable. Rather, the deeper value lies in the cultural transformation that green strategies shows a transformation that positions the organization to continuously innovate, adapt, and thrive in an increasingly resource constrained and environmentally conscious world.

For other organizations in Ethiopia and elsewhere, the message is clear: green marketing is not a cost to be minimized but an investment to be utilized. When implemented authentically and supported by the right cultural mechanisms, green marketing strategies can generate sustainable competitive advantage that benefits the organization, its stakeholders, and the natural environment upon which all economic activity ultimately depends.

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Appendices

Appendix A

A Research Questionnaire On

The Effect Of Green Marketing Strategies On Organizational Performance and The Mediating Role of Corporate Environmental Culture at Ethio Telecom Company

Dear Respondent,

I am a graduate student in the Department of Marketing Management at Addis Ababa University, School of Commerce. I am conducting research on: "The Effect of Green Marketing Strategies on Organizational Performance and the Mediating Role of Corporate Environmental Culture." Your honest responses are highly valuable and will be kept strictly confidential and used only for academic purposes. Thank you for your time and assistance.

Sincerely,
Gebriel Girma

Section A: General Information

Instruction: put a Tick mark of your appropriate choice.

Question	Options	Tick (✔)
1. Gender	Male	
	Female	
2. Age	21–30	
	31–40	
	41–50	
	51–60	
3. Education Level	Primary	
	Secondary	
	A level	
	College / Diploma	
	Graduate	
	Postgraduate	

4. Position in Organization	Executive/Director	
	Manager	
	Supervisor	
5. Years in Company	Less than 3	
	3–5	
	5–7	
	7–9	
	Over 10	
6. Years in Current Position	Less than 3	
	3–5	
	5–7	
	7–9	
	Over 10	

Section B: Green Marketing Practices

Instructions: Please indicate your level of agreement with each statement: Using the following 5 point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No.	Statement	1	2	3	4	5
1	Ethio Telecom incorporates sustainable design in its digital services and products.					
2	Does the company use eco-friendly packaging for SIM cards, routers, and other hardware.					
3	marketing campaigns accurately highlight the environmental benefits of products.					
4	Ethio Telecom has implemented effective waste reduction and recycling programs.					
5	The company invests in energy-efficient technologies.					
6	Green supply chain practices are followed when selecting material suppliers.					

7	Distribution methods are optimized to reduce carbon emissions and fuel use.					
8	The company implements energy and water efficiency initiatives at its data centers and offices.					
9	The company avoids misleading environmental claims (Greenwashing).					
10	Environmental considerations are a key part of our product development life cycle.					
11	Ethio Telecom prioritizes sustainable product design to minimize environmental harm.					
12	The company prioritize green supply chain practices when selecting equipment vendors.					

Section C: Corporate Environmental Culture (Mediating Variable)

Instructions: Please indicate your level of agreement with each statement: Using the following 5 point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

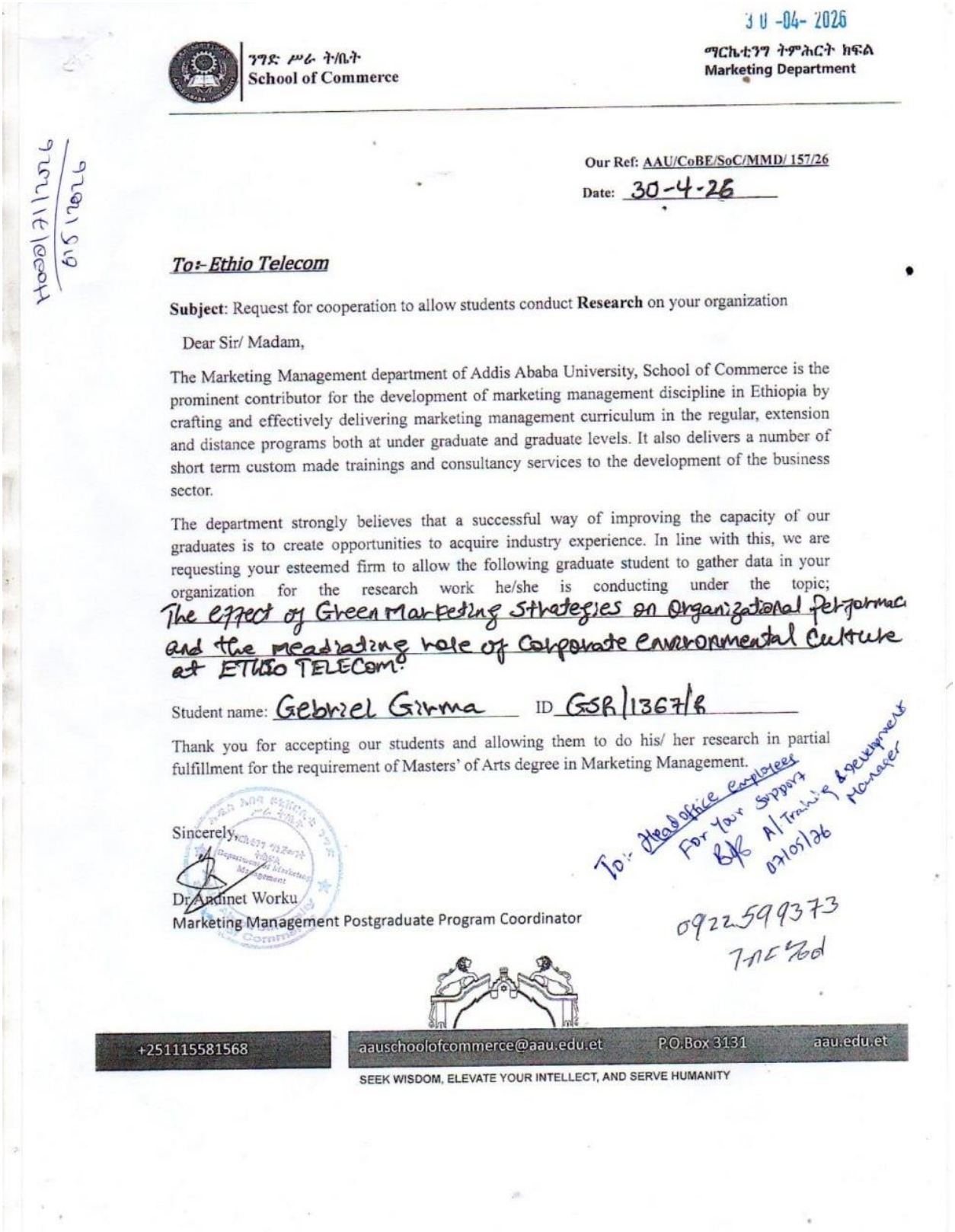
No.	Statement	1	2	3	4	5
11	Top management at Ethio Telecom shows a strong commitment to environmental goals.					
12	Employees are well-informed about the company's environmental policies.					
13	Environmental protection is a core value shared by employees across all levels.					
14	The company provides regular training on eco-friendly business practices.					
15	Employees are encouraged to suggest new ways to improve environmental efficiency.					
16	There is a reward system for employees who exhibit eco-friendly behavior.					
17	Our internal culture balances profit making with environmental responsibility.					
18	Sufficient resources (time/budget) are allocated to environmental initiatives.					
19	Employees are encouraged to participate in environmental initiatives.					

D. Organization Performance

Instructions: Please indicate your level of agreement with each statement: Using the following 5 point Likert scale where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

No	Statement	1	2	3	4	5
19	Green strategies have significantly improved our operational efficiency.					
20	Implementing eco friendly strategies has led to long term cost savings for Ethio Telecom.					
21	Green image has enhanced the company's brand reputation in Ethiopia.					
22	Employee productivity has increased due to a positive environmental culture.					
23	Ethio Telecom has gained a competitive advantage through its green marketing efforts.					
24	Sustainable practices have contributed to the overall profitability of the firm.					
25	The company's environmental commitment ensures long term business success.					

Appendix B



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School of Commerce

30 -04- 2026

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Marketing Department

Our Ref: AAU/CoBE/SoC/MMD/ 157/26

Date: 30-4-26

To:- Ethio Telecom

Subject: Request for cooperation to allow students conduct **Research** on your organization

Dear Sir/ Madam,

The Marketing Management department of Addis Ababa University, School of Commerce is the prominent contributor for the development of marketing management discipline in Ethiopia by crafting and effectively delivering marketing management curriculum in the regular, extension and distance programs both at under graduate and graduate levels. It also delivers a number of short term custom made trainings and consultancy services to the development of the business sector.

The department strongly believes that a successful way of improving the capacity of our graduates is to create opportunities to acquire industry experience. In line with this, we are requesting your esteemed firm to allow the following graduate student to gather data in your organization for the research work he/she is conducting under the topic;

The effect of Green Marketing Strategies on Organizational Performance and the mediating role of Corporate Environmental Culture at ETHIO TELECOM.

Student name: Gebriel Girma ID GSR/1367/8

Thank you for accepting our students and allowing them to do his/ her research in partial fulfillment for the requirement of Masters' of Arts degree in Marketing Management.

To: Headoffice employees
For your support
BG A/Training & Development Manager
07/05/26

Sincerely,

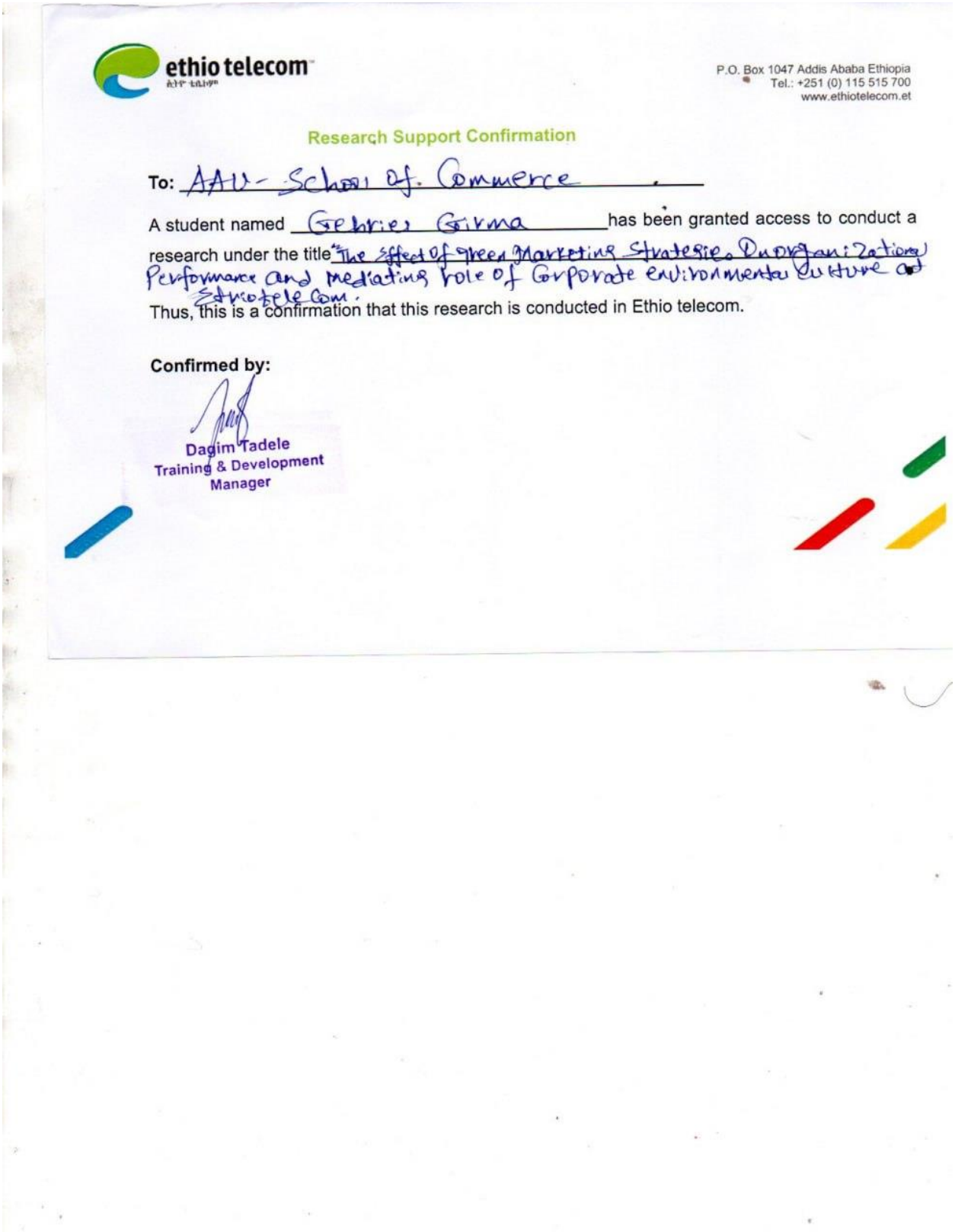
Dr Andinet Worku
Marketing Management Postgraduate Program Coordinator

0922599373

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SEEK WISDOM, ELEVATE YOUR INTELLECT, AND SERVE HUMANITY

appendix C



ethio telecom

P.O. Box 1047 Addis Ababa Ethiopia
Tel.: +251 (0) 115 515 700
www.ethiotelecom.et

Research Support Confirmation

To: AAU - School of. Commerce

A student named Gebriel Girma has been granted access to conduct a research under the title "The effect of Green Marketing Strategies on Organizational Performance and mediating role of Corporate environmental culture at Ethiotele com."

Thus, this is a confirmation that this research is conducted in Ethio telecom.

Confirmed by:

Dagim Tadele
Training & Development Manager