

Do Consumers Care About Green Marketing Practices? Insight from a Developing Nation

Oyenuga Michael Oyedele¹, Marcus Garvey Orji², Ahungwa Agnes Iember³

^{1,2,3}Department of Business Administration, Marketing and Entrepreneurship, Veritas University, Abuja, Nigeria
oyenugam@veritas.edu.ng, marcusorji@gmail.com, agnesahungwa@gmail.com

Abstract

21st century organisations are becoming aware of the need to be eco-friendly and as such provide goods and services that are environmentally safe. Green marketing practices afford them to engage in several activities that are sustainable and safe, but do consumers really care? This study was carried out to find out if consumers actually care about green marketing practices using the various dimensions of green marketing-mix practices and how it affects the behaviour of consumers in a developing country, specifically, Nigeria. The study utilized the cross-sectional research design using the quantitative approach to investigate the effect between dimensions of green marketing-mix practices (green product and green price) and buying behaviour. Primary data using questionnaires were collected from consumers of Domino's Pizza, Kubwa, Abuja, Nigeria. Descriptive analysis of data utilized frequencies and percentage distribution, while inferential analysis utilized correlations and multiple regression and ANOVA. The study found that green product, green price had a positive and significant effect on consumer buying behaviour of consumers of Domino's Pizza Kubwa, Abuja, Nigeria. However, green price was found to have positive but insignificant effect on the consumer buying behaviour. Consequently, the study concludes that green product is very important factor in enhancing consumer buying behaviour of Consumer of Domino's Pizza Kubwa, Abuja Nigeria. The study, therefore, recommends among others that Domino's Pizza Kubwa, Abuja should communicate the value of their green product so that consumers will be ready to purchase without hesitation, also should share what went into setting the cost at a higher level than those of competitors.

Keywords

Green Marketing-Mix Practices, Green Product, Green Price, Consumer Buying Behavior, Domino's Pizza Kubwa



I. Introduction

During the 21st century more than ever before, the world has experienced a lack of natural resources due to the consumption of different products and services that have increased enormously. Therefore, consumers' higher awareness and influence toward companies' environmental policies has grown over the years. Consumer behaviour has a significant impact on the environment (Siregar, 2023) being at the same time, part of the problem and part of the solution for environmental problems. In other words, the options that consumers make, to behave in certain ways and to consume certain products have direct and indirect consequences on the environment, as well as on the well-being of the society (Paço, Alves, Shiel, & Filho, 2013). As a result, related to their purchasing behaviours, consumer green behaviour is an increasingly important topic gaining much attention worldwide (Arisbowo & Ghazali, 2017).

Green purchase behaviour consists of a complex form of ethical decision-making behaviour where the consumer takes account of the public consequences of his or her

private consumption and attempts to use his/her purchasing power to bring about social change (Adrita, 2020). Green consumers always have a clear mentality that they have a duty towards the environment and are concerned about environmental issues.

The understanding of green buying behaviour is crucial for the growing number of companies developing and marketing green products (Dangelico, Nonino & Pompei, 2021). Through green marketing, consumers are encouraged to use eco-friendly products and manufacturers to develop more environmentally beneficial products. Thus, these critical environmental issues concerted with the demand by consumer groups for environment-friendly products have led to the emergence of green marketing (Shaw, 2020).

Modern marketers use the green marketing mix as a tool of competitive advantage where they differentiate their products and services from other competitors. (Hossain & Rahman, 2018). This green marketing mix consists of green products, green price, green place, green promotion and green human relations (Sohail, 2017; Karunarathna, Bandara, Silva & De Mel, 2020). It is in the light of this that this study seeks to assess the effect of green marketing-mix practices on Consumer buying behavior of Domino's Pizza Kubwa, Abuja.

1.1 Statement of problem

In recent years, global warming, climate change and pollution are some of the concerns that have been raised nationally and internationally and have resulted in more consumers becoming aware of environmental challenges confronting them (Shaw, 2020). It is well-known that ever-increasing business activities and production are globally polluting the natural environment (Nduji, Orji, Oyenuga and Oriaku 2023). In this world, human needs are unlimited, but resources are limited. Thus, it is inevitable that marketers need to utilize limited resources efficiently and effectively so that individual and organizational goals can be achieved without spoiling many resources. The factors involved in buying green products such as the motivation of consumers and the rationale behind their choices continue to be difficult to understand (Do-Paço, Alves, Shiel & Filho, 2014). It is very common to find consumers who express real concern for the environment, but their attitudes are not necessarily translated into their purchasing behaviour.

Despite the lockdown regulations easing and the Nigerian economy reopening, consumers are increasingly uncertain about the speed of the economic recovery. A higher proportion of consumers witnessed a decrease in income, savings, and spending levels. They intend to be mindful of spending (McKinsey & Company, 2020). For example, the COVID-19 pandemic has substantially impacted the restaurant sector, especially businesses whose revenue comes mainly from face-to-face service (Hakim, Zanetta & da Cunha, 2021). In this particular situation, consumers' intention to visit eateries during and after the COVID-19 would be predicted by a set of marketing-oriented stimuli such as green marketing. Therefore, the serious problem that marketers must contend with is to determine whether green marketing is an important factor in buying behaviour. The question, then, is what should be done by marketing managers of Dominos creamery, to make Nigerian consumers patronize their products and services despite the COVID19 (Omale, Oyenuga and Oriaku 2021) restrictions. It has been observed that some organizations lose patronage and consumers because they fail to build a formidable marketing strategy that could help increase patronage in the industry. Even though the existence of several studies in this field, very few studies have considered the effect of green marketing-mix practices on consumer buying behaviour in a developing country context.

1.2 Research Hypothesis

The following hypothetical assumptions have been put forward for validation in line with the study questions raised:

H₀₁: There is no statistically significant effect between green products and buying behaviour of consumers of Domino's Pizza, Kubwa Abuja, Nigeria

H₀₂: Green prices has no statistically significant effect on buying behaviour of consumers of Domino's Pizza, Kubwa Abuja, Nigeria

II. Review of Literature

2.1 Green Marketing

Firms create, communicate, and deliver value to their consumers through their adoption of marketing strategies (Eneizan, Wahab, Zainon & Obaid, 2016). Therefore, the concept of marketing is considered an essential organizational resource that can be developed further to ensure the competence of firms. According to the American Marketing Association (AMA), green marketing can be defined in three different ways (Bhalerao & Deshmukh, 2015): first, green marketing is the marketing of products that are presumed to be environmentally safe (retailing definition). second, green marketing is the development and marketing of products designed to minimize negative effects on the physical environment or to improve its quality (social marketing definition). third, green marketing is the efforts by organizations to produce, promote, package, and reclaim products in a manner that it is sensitive or responsive to ecological concerns (environmental definition).

According to Yusiana, Widodo and Hidayat (2020), green marketing is a marketing mix planning process that utilizes changes in consumer awareness of products/services that are more environmentally friendly by changing products, making ways and packaging more environmentally friendly in order to satisfy and meet consumer needs and reduce negative impacts on the environment and also invites consumers to care more about the environment. Green marketing relates to business practice which advocates sustainable development. It comprises the marketing of goods and services that are considered to be eco-friendly and promoting the preservation of the environment in a sustainable way (Govender & Govender, 2016).

2.2 Green product

Product is the center of green marketing mix and the most essential part of the whole green marketing strategy. Green Product is a product that does not pollute the environment, does not waste resources or products that can be recycled (Yusiana et al., 2020). It is a product that incorporates the strategies of recycling or is manufactured using recycled or recycle able content and/or uses less toxic material to reduce the impact on the environment (Shamsi & Siddiqui, 2017). It can also refer to a product which combines with the recycled content, save energy, green innovation and safe to the environment (Mansor & Musa, 2020). This means that while manufacturing green products the firms should include environment friendly resources or materials in the product (Wahab, 2018).

2.3 Green Price

The price is the cost paid for a product. It is a critical element of the marketing-mix. The process of going green is expensive in terms of installing new technology and equipment, training people, absorbing external costs, and converting waste into recycled products. These costs are inevitably integrated into the final price of a product (Eneizan,

Abd-Wahab, Zainon & Obaid, 2016). Green price is therefore the premium price since it is charged by the green consumers and it may be charged extra for green products. Price placement is a cost that the consumer willing to pay for a certain product (Mansor & Musa, 2020). Green pricing takes into consideration the people, planet and profit in a method that takes care of the health of employees and communities and ensures efficient productivity (Mahmoud, 2018; Rathod & Vaidya, 2019).

2.4 Consumer Buying Behavior

The consumers world over in general and Nigeria in particular are increasingly buying energy efficient products. Consumer is the one who ultimately utilizes the goods and services produced, while customer is a person, company or other entity which patronizes another person, company, or other entity regularly. A consumer may be a customer, while a customer may not be a consumer, because he/she may not be buying for his or her uses (Orji, Oyenuga and Ahungwa 2020). But in studying consumer behavior, customers are also generally referred to as consumers, because whether they are the buyers or users, there is an exchange or transfer from one person to another for needs satisfaction. Thus, consumer behaviour is the study of the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires (Oyenuga, Ahungwa and Onoja 2021). Buying behaviour is the decision processes and acts of people involved in buying and using products, whereas, consumer buying behaviour refers to the buying behaviour of the ultimate consumer. Also, consumer buying behavior involves purchasing and other consumption related activities of people engaging in the exchange process. It has also been described as the mental, emotional and physical activities that people engage in when selecting, purchasing, using and disposing of products and services so as to satisfy needs and desires. Consumer preference (Oyenuga, Andah, Orji, and Agabi 2019) for green products can be influenced by effective green marketing strategies such as the promotion of green products, green branding, green advertising, eco-labelling, and green packaging. The green marketing explained how the green marketing strategy practices by the firms would affect consumer buying behaviour (Eneizan et al., 2016). In addition, green marketing is considered as an important entry for consumer and environment protection where consumer lives. The importance of green marketing lies in two sides where the first one associated with reputation and ability of institution and other one associate with what green marketing achieves that associate with human and environment protection (Alı, 2019). One of the most important issues of green marketing is fulfilling needs of consumers and provide alternatives that do not pollute or harm environment because of lack of resources depend on main definition of the economic.

2.5 Theoretical Framework

The Theory of Planned Behavior (TPB) has been validated in the context of pro-environmental behavior. TPB provided an alternative model that gave the consumer a deeper understanding of the intention of purchasing green products. Thus, the conceptual model proposes that attitudinal factors (environment concern, which connected to the attitude of TPB) green price and green willingness to purchase can predict the intention behaviors of the purchase of green products (Nekmahmud & Fekete-Farkas, 2020).

TPB is based on the assumptions that humans are rational creatures and use information system where people think of the implications of their actions before they decide to do or not do certain behaviors (Pardana e al., 2019). Therefore, TPB has been used to consider certain critical variables within the green marketing literature, which takes account of predictors of intention: attitude towards behavior, subjective norms, and

perceived behavioral control (Müller, Acevedo-Duque, Müller, Kalia & Mehmood, 2021). It is also in line with the marketing mix, which is expanded with the TPB that the presence of green marketing is a company to win the sympathy of the market or consumers (Asyhari & Yuwalliatin, 2021). TPB aims to explain consumer behavior that begins with intention. In these theories describing consumer behavior is not a spontaneous, impulsive, habitual, or not thinking behavior. In essence, TPB is the most suitable theory to use for this study. For example, when consumers intend to buy a new product, green marketing influence consumers' behavior to change the intention of purchasing a non-green product to buy a green product.

III. Research Methods

This study is based on the cross-sectional research design using the quantitative approach to investigate the effect of five constructs: green product, green price, green place, green promotion, green human relations on buying behaviour. In essence, cross sectional research design was employed in this study. This study used quantitative research design particularly, cross-sectional research design because it allows researchers to collect data at a single point of time through the use of questionnaire.

3.1 Population and Sample Size

The population of this study consists of all the consumers of Domino's Pizza Kubwa, Abuja and they were selected based on availability. The sampling technique that was used is accidental sampling technique namely sampling technique based on the coincidence means that anyone who by chance met the criteria as a consumer. The sample size for the study is 246. It was determined using According to Kothari (2004), the sample size when estimating a proportion and in the case of infinite population is given However;

$$n = \frac{z^2 * p * q}{e^2}$$

Where;

n = sample size,

Z = standard variation at a given confidence level (e.g. 95%) worked out from the table showing the area under normal curve,

e= the desired level of precision,

p = proportion of the population in the issue of focus; in this case p is the proportion of consumers that go to Domino's creamery Kubwa, and

q= 1-p, i.e. the proportion of consumers that do not visit Domino's creamery, Kubwa.

Kothari (2004) argues that, one method to estimate the value of p must be based on a personal judgment, results of a pilot study or on past data. The resulting sample is specified below:

$$n = \frac{z^2 * p * q}{e^2} = \frac{1.96^2 * (0.2)(0.8)}{0.05^2} = 246$$

this added additional 10% of the sample size to make it 271 to take of errors that may arise when some questionnaires are not filled appropriately in line with Israel (1992) who stated that an addition of 10 to 30 percent can be done to sample size to make up for errors.

3.2 Data Collection

Data was obtained from primary source using survey questionnaires adapted by the study. The instrument was suitable given the study's reported reliability index of .756, which is high. Close ended questions were used for the questionnaire to enable faster data compilation and to easily classify the responses of respondents. The questionnaire was designed using the 5-point Likert scale form. The researcher visited three locations of Domino Pizza in Abuja, Nigeria to meet the consumers first hand and shared the link to the questionnaire to them which they filled on the spot. This was done to ensure that only consumers of the restaurant participated in the survey.

3.3 Data Analysis

In analyzing the data, both the inferential and descriptive statistics were adopted. Descriptive statistics was used to summarize the basic characteristics of the data. Correlation matrix and regression analysis were used to explain changes in the value of dependent variable on the basis of changes in other variables known as the independent variables with the aid of SPSSv. 22. Before running the regression analysis, diagnostic test was performed to ensure that the assumptions of the classical regression model are not violated.

3.4 Model Specification

In order to achieve the objectives of this study and test of the hypotheses, a functional relationship in form of multiple linear regression model consisting of dependent and independent variables was formulated;

$$\text{CBB} = \beta_0 + \beta_1\text{GPDT} + \beta_2\text{GPRI} + \epsilon_{it}$$

Where;

CBB = consumer buying behaviour

GPDT= green product

GPRI= green price

β_0 = Constant

β_1 — β_2 = Intercepts of Independent Variables

ϵ = Standard Error term

IV. Results and Discussions

Table 1. Descriptive statistic for green product

| Green Product | | SD | D | N | A | SA | Total | Mean | STD |
|--|----|------|-------|-------|-------|------|--------|------|------|
| I prefer to buy products in this eatery made or packaged in recycled materials | No | 0 | 34 | 62 | 134 | 18 | 248 | 3.55 | 0.82 |
| | % | 0.00 | 13.71 | 25.00 | 54.03 | 7.26 | 100.00 | | |
| This eatery concentrates on producing food that carry the least | No | 0 | 14 | 54 | 154 | 26 | 248 | 3.77 | 0.71 |

| | | | | | | | | | |
|--|----|------|------|-------|-------|-------|--------|------|------|
| percentage of the adverse effect on human beings | % | 0.00 | 5.65 | 21.77 | 62.10 | 10.48 | 100.00 | | |
| This eatery contributes in producing food products with less pollution | No | 1 | 9 | 59 | 160 | 19 | 248 | | |
| | % | 0.40 | 3.63 | 23.79 | 64.52 | 7.66 | 100.00 | 3.75 | 0.66 |
| This eatery makes products free of strong toxicity materials. | No | 0 | 11 | 45 | 167 | 25 | 248 | | |
| | % | 0.00 | 4.44 | 18.15 | 67.34 | 10.08 | 100.00 | 3.83 | 0.66 |

(Source: Field Survey; 2022)

This study sort to find out respondents' opinion on green product in Domino's Pizza Kubwa, Abuja, Nigeria 7.26% of respondents strongly agree that they prefer to buy products in eatery made or packaged in recycled materials. In addition, 54.03% of respondents agree that they prefer to buy products in eatery made or packaged in recycled materials. However, 25 % of respondents were undecided on whether they prefer to buy products in eatery made or packaged in recycled materials. while 13.71% of respondents disagree that prefer to buy products in eatery made or packaged in recycled materials.

The findings of this study also show in Table 4.5 that 10.48% of respondents strongly agree that Domino's Pizza Kubwa, Abuja, Nigeria concentrates on producing food that carry the least percentage of the adverse effect on human beings. 62.10% of respondents agree that they Domino's Pizza Kubwa, Nigeria concentrates on producing food that carry the least percentage of the adverse effect on human beings. 21.77% of respondents' undecided that Domino's Pizza Kubwa, Abuja, Nigeria concentrates on producing food that carry the least percentage of the adverse effect on human beings. 5.65% of respondents disagree that Domino's Pizza Kubwa, Abuja, Nigeria concentrates on producing food that carry the least percentage of the adverse effect on human beings.

The findings of this study also show that 7.66% of respondents strongly agree that Domino's Pizza Kubwa, Abuja, Nigeria contributes in producing food products with less pollution. 64.52% of respondents agree that Domino's Pizza Kubwa, Abuja, Nigeria contributes in producing food products with less pollution. 23.79% of respondents' undecided that Domino's Pizza Kubwa, Abuja, Nigeria contributes in producing food products with less pollution. 3.63% of respondents disagree that Domino's Pizza Kubwa, Abuja, Nigeria contributes in producing food products with less pollution. 0.4032% of respondents strongly disagree that Domino's Pizza Kubwa, Abuja, Nigeria contributes in producing food products with less pollution.

The findings of this study also show that 10.08% of respondents strongly agree that Domino's Pizza Kubwa, Abuja, Nigeria makes products free of strong toxicity materials. 67.34% of respondents agree that Domino's Pizza Kubwa, Abuja, Nigeria makes products free of strong toxicity materials. 18.15% of respondent undecided that Domino's Pizza Kubwa, Abuja, Nigeria makes products free of strong toxicity materials. 4.44% of

respondents disagree that Domino’s Pizza Kubwa, Abuja, Nigeria makes products free of strong toxicity materials

Table 2. Descriptive statistic for green price

| Green Price | | SD | D | N | A | SA | Total | Mean | STD |
|---|----|-----------|----------|----------|----------|-----------|--------------|-------------|------------|
| I prefer to buy products made or packaged in recycled materials | No | 0 | 5 | 39 | 173 | 31 | 248 | 3.93 | 0.60 |
| | % | 0.00 | 2.02 | 15.73 | 69.76 | 12.50 | 100.00 | | |
| Before buying green products, I compare its price with traditional products | No | 0 | 7 | 34 | 179 | 28 | 248 | 3.92 | 0.60 |
| | % | 0.00 | 2.82 | 13.71 | 72.18 | 11.29 | 100.00 | | |
| I prefer buying green products when price discounts are offered | No | 1 | 11 | 33 | 162 | 41 | 248 | 3.93 | 0.71 |
| | % | 0.40 | 4.44 | 13.31 | 65.32 | 16.53 | 100.00 | | |
| Performance of green products justifies its price | No | 2 | 8 | 36 | 168 | 34 | 248 | 3.90 | 0.69 |
| | % | 0.81 | 3.23 | 14.52 | 67.74 | 13.71 | 100.00 | | |

(Source: Field Survey; 2022)

This study sort to find out respondents’ opinion on green price in Domino’s Pizza Kubwa, Nigeria 12.5% of the respondents strongly agree that they can pay a higher price for products made or packaged in recycled materials. In addition, 69.76% of the respondents agree that they can pay a higher price for products made or packaged in recycled materials. However, 15.73% of the respondents were undecided on whether they can pay a higher price for products made or packaged in recycled materials, while 2.016% of the respondents disagree that they can pay a higher price for products made or packaged in recycled materials.

The findings of this study also show in Table 2 that 11.29% of the respondents strongly agree that before buying green products, they compare its price with traditional products. 72.18% of the respondents agree that before buying green products, they compare its price with traditional products. 13.71% of the respondents were undecided on whether before buying green products, they compare its price with traditional products. 2.82% of the respondents disagree that before buying green products, they compare its price with traditional products.

The findings of this study also show that 16.53% of the respondents strongly agree that they prefer buying green products when price discounts are offered. 65.32% of the respondents agree that they prefer buying green products when price discounts are offered. 13.31% of the respondents were undecided on whether they prefer buying green products when price discounts are offered. 4.44% of the respondents disagree that they prefer buying green products when price discounts are offered. 0.40% of the respondents strongly disagree that they prefer buying green products when price discounts are offered.

The findings of this study also show that 13.71% of the respondents strongly agree that the performance of green products justifies its price. 67.74 % of the respondents agree

that the performance of green products justifies its price. 14.52% of the respondents were undecided on whether the performance of green products justifies its price. 3.23% of the respondents disagree that the performance of green products justifies its price. 0.81% of the respondents strongly disagree that the performance of green products justifies its price.

4.1 Test of Hypothesis

Table 3. Multiple Regression Analysis Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .792 ^a | .628 | .620 | .32991 |

a. Predictors: (Constant), GPDT, GPRI,

b. Dependent Variable: BBE

Note: Green Product (GPDT), Green Price (GPRI) and Consumer Buying Behaviour (BBE)

According to the findings that are highlighted in Table 3, this study reveals significant relationship with the variables of green product and green price with an Adjusted R Square of 0.620 as indicated in Table 3.

Table 4. ANOVA for All Variables

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 44.403 | 5 | 8.881 | 81.594 | .000 ^b |
| | Residual | 26.339 | 242 | .109 | | |
| | Total | 70.742 | 247 | | | |

a. Dependent Variable: BBE

b. Predictors: (Constant), GHR, GPDT

Note: Green Product (GPDT), Green Price (GPRI) and Consumer Buying Behaviour (BBE)

The Analysis of Variance (ANOVA) has $F(5, 242) = 8.881$; $P \leq 0.50$; indicated that the mean differences between and within the variables were statistically significant as indicated in Table 4

Table 5. Multiple Regression Analysis Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .608 | .197 | | 3.084 | .002 |
| | GPDT | .102 | .048 | .099 | 2.111 | .036 |
| | GPRI | .052 | .061 | .047 | .850 | .396 |

a. Dependent Variable: BBE

Note: Green Product (GPDT), Green Price (GPRI) and Consumer Buying Behaviour (BBE)

The findings indicated in Table 5 reveal that a unit increase in green product will lead to an increase in consumer buying behaviour by 0.102 with p-value less than 0.05 (0.036). In addition, a unit increase in green price will lead to an increase in consumer buying behaviour by 0.052 with p-value greater than 0.05 (0.396). In addition, the findings indicated that green product ($t = 2.111$; $p < 0.05$), effect on consumer buying behaviour. However, green price ($t = .850$; $p > 0.05$) does not have a significant effect on consumer buying behaviour. From these findings the first null hypotheses failed to be rejected, while the second null hypotheses was rejected.

4.2 Discussion of Findings

The research objective one was to establish the effect of green products on buying behaviour of consumers of Domino's Pizza Kubwa, Abuja, Nigeria. The result of Hypothesis one shows that there is a positive and significant effect of green product on consumer buying behaviour of Domino's Pizza Kubwa, Abuja, Nigeria. This result might be because green products is an environmentally friendly product that has minimum bad effects on the environment. This finding is in line with Febriani, (2019), Hossain and Rahman (2018) study who found that green product has the highest and green place has the lowest impact on consumers' green purchasing behaviour. This finding is not consistent with Khan et al (2020) who revealed that green product, green place, green price and green promotion showed a significant and positive relationship with purchase intention.

The research objective two was to study the effect of green price on buying behaviour of consumers of Domino's Pizza Kubwa, Abuja, Nigeria. The result of hypothesis two confirms that there exist a positive and insignificant effect of green price on consumer buying behaviour. This result could be due to the fact that price may not be an important fact when considering environmentally friendly products. This could also be that the performance of green products justifies its price. Moreover, consumers who pay this high price require products to be truly superior to the products they are using, not just environmentally friendly in general. This finding is consistent with Khan et al (2020) who revealed that green price stated an insignificant effect on purchase intention.

IV. Conclusion

The study concludes that green products are very important in enabling food industries widen their market through influences consumer behaviour and attitudes to think positively towards environmentally friendly products. However, this study concludes that when consumers pay a higher price for green products, it could reduce their buying behaviour compared to the traditional products, hence, they care about green marketing practices.

Based on the findings, the study recommends the following:

1. The food industry should communicate effectively the potential benefits of green product so that consumers would readily to purchase without hesitation.
2. The study also recommends that food industry should share what went into setting the cost at a higher level than those of competitors.

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