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ADOPTION OF GREEN MARKETING STRATEGIES ON CONSUMER ATTITUDES IN FAST-MOVING CONSUMER GOODS MANUFACTURING COMPANY

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Abstract

In the contemporary manufacturing landscape, environmental sustainability has evolved from an ethical stance into a strategic imperative. This study investigates the adoption and effectiveness of green marketing strategies in Nigeria, focusing on Unilever Nigeria Plc. Using a quantitative survey design, the research employed a dual-population approach to assess both consumer attitudes and corporate practices.The consumer sample size was determined using Godden's (2014) model ($n = 385$), while the corporate sample ($n = 241$) was derived from a population of 603 managers via the Taro Yamane formula. Data from 626 respondents, selected through stratified sampling, were analyzed using regression techniques. The findings of the study through the simple linear regression show that attitude significantly predicted purchase intention ($\beta = 0.466$, $t(383) = 10.32$, $p < 0.001$), explaining 21.8% of the variance ($R^2 = 0.218$) as multiple regression showed that observability ($\beta = 0.372$, $t = 6.14$, $p < 0.001$) and relative advantage ($\beta = 0.147$, $t = 2.46$, $p = 0.014$) positively predicted adoption, whereas complexity had a negative effect ($\beta = -0.120$, $t = -2.06$, $p = 0.040$).The study concludes that aligning environmental awareness with corporate execution is critical for sustainable consumption in emerging markets. It recommends that Unilever Nigeria Plc focuses on reducing perceived barriers (complexity) while enhancing the visibility and tangible benefits of green initiatives. This alignment will better bridge the gap between corporate adoption and consumer purchase behavior.

Keywords: Environmental Sustainability, Green Brand Loyalty, Green Consumer Attitude, Green Marketing, Green Purchase Intention

Introduction

Radical shifts in the global business landscape have elevated environmental sustainability to a primary concern for governments, corporations, and consumers alike. Issues such as pollution, resource depletion, and climate change have ushered in the era of Green Marketing (Ajike & Adefulu, 2021). This strategic approach involves planning and managing the marketing mix to satisfy consumer needs while

minimizing environmental harm (Uludag et al., 2024). Initially conceptualized during a 1975 American Marketing Association (AMA) conference, green marketing—also termed ecological or environmental marketing—encompasses all activities designed to facilitate exchanges with minimal detrimental impact on nature (Polonsky, 2011). It requires integrating environmental concerns into core elements: product modification, production process shifts, sustainable packaging, and transparent advertising (Dangelico & Vocalelli, 2017).

For emerging economies like Nigeria, industrialization often clashes with sustainability goals. Addressing challenges like oil pollution and waste management makes green marketing a socio-economic imperative rather than just a competitive advantage (Ajike & Adefulu, 2021). However, implementation among Nigerian firms, particularly SMEs, remains at a nascent stage (Afolabi & Olanrewaju, 2023).

A critical obstacle is the attitude-behavior gap, where increasing consumer environmental awareness does not consistently translate into actual green purchases (Ali et al., 2022). This study explores this intricate relationship by examining current corporate practices and consumer attitudes within the Nigerian context.

Statement of the Problem

In the contemporary business environment, green marketing has transitioned from a niche preference to a strategic necessity, driven by rising environmental consciousness and stringent global regulations (Papadas et al., 2019). Ideally, the adoption of green practices should provide firms with a competitive edge and foster deep-seated consumer trust through sustainable branding (Dangelico & Vocalelli, 2017).

However, in the Nigerian context, a significant tripartite problem exists:

i. The Adoption-Execution Gap: Despite the global shift toward sustainability, many Nigerian firms remain tethered to traditional marketing techniques. This stagnation is largely attributed to perceived high implementation costs and a lack of robust government policy support (Afolabi & Olanrewaju, 2023).

ii. The Crisis of Credibility (Greenwashing): There is a growing prevalence of "greenwashing," where companies overstate or falsify environmental claims (Ussama et al., 2022). This deceptive practice has severely eroded consumer confidence, making it difficult for authentically sustainable businesses to differentiate themselves and build trust (Leonisou et al., 2023).

iii. The Awareness-Behavior Disconnect: While Nigerian consumers express high environmental awareness, there is a persistent "attitude-behavior gap" where this awareness fails to translate into actual green purchase behavior. This is further complicated by premium pricing, scarcity of eco-friendly products, and vague

environmental labeling (Tureac et al., 2010).

Furthermore, there is a critical empirical deficit in current literature. Most existing studies are based on international data, leaving a void of localized, recent data that analyzes the synergy between corporate practices and consumer attitudes within the unique socio-economic landscape of Nigeria (Ajike & Adefulu, 2021). Without this specific data, Nigerian firms cannot formulate effective, transparent, and verifiable green marketing strategies.

Consequently, this study seeks to address these gaps by empirically investigating the adoption and effectiveness of green marketing practices in Nigeria and their resultant impact on consumer purchase intentions and brand loyalty.

Literature Review

Green Marketing

Evolution and Concept of Green Marketing

Green marketing has evolved significantly since the 1970s, reflecting a growing global synergy between societal interests, government regulations, and corporate strategy (Deimena & Grigoliene, 2023). Originally termed "ecological marketing" by the American Marketing Association, the concept has expanded into "environmental" and "sustainable" marketing (Laheri et al., 2025). Polonsky (1994) defined it as facilitating exchanges to satisfy human needs while minimizing environmental harm. Modern perspectives now advocate for a holistic approach, balancing customer requirements with sustainable development objectives.

The literature identifies three developmental phases:

i. Ecological Green Marketing (1970s): Focused on urgent issues like pollution and resource depletion at the organizational level.

ii. Environmental Green Marketing (Late 1980s–2000s): Incorporated clean technology and product design, recognizing environmental performance as a competitive edge.

iii. Sustainable Green Marketing (2000s–Present): A radical, holistic phase integrating the full environmental costs of production and consumption to build a sustainable economy based on the "Triple Bottom Line"—people, profit, and planet (D'Souza et al., 2025).

In emerging economies, adoption is driven by consumer pressure and regulatory requirements. However, implementation remains a challenge; firms often practice "quasi-green marketing," focusing on products while neglecting green pricing, distribution, and promotion (Agustini et al., 2019). Researchers suggest that

overcoming this misalignment requires a Green Integrated Marketing Communications (GIMC) strategy to ensure holistic implementation across the marketing mix (Mogaji et al., 2025).

Consumer Attitude

Consumer attitude is the favorable or unfavorable evaluation of eco-friendly products which is the primary precursor to green purchase behavior (Ali et al., 2024). This attitude is shaped by a confluence of internal values and external stimuli (Mishra & Kapair, 2024). Internally, environmental consciousness is a potent predictor; consumers who believe individual actions impact environmental health develop more favorable attitudes (Shabbir et al., 2020).

Externally, green marketing strategies act as stimuli. Transparent communications, such as eco-labels and sustainable packaging, significantly strengthen consumer beliefs (Correia et al., 2023). Furthermore, as aligned with the Theory of Planned Behavior (TPB), attitudes are bolstered by subjective norms—the social pressure or encouragement to engage in green consumption (Li et al., 2025). While positive attitudes are widespread, the central challenge in recent literature remains the "attitude-behavior gap," where favorable evaluations do not always translate into actual sales due to external barriers.

Corporate Environmental Awareness (CEA)

Corporate Environmental Awareness (CEA) has evolved from a compliance-driven concern into a strategic resource for sustainable competitive advantage. It represents the degree to which an organization recognizes the environmental impacts, risks, and opportunities associated with its operations (Rozario, 2025). Contemporary scholars categorize CEA into four dimensions: affective (attitude), cognitive (knowledge), conative (intent), and active (behavior) (Albakoush & Kiraz, 2025).

Effective CEA integrates both internal and external practices. Internal efforts focus on employee sensitization, executive leadership support, and formal environmental policies. External practices emphasize transparent environmental disclosures to stakeholders (Nguyen et al., 2025). Central to this transformation is Environmental Awareness Training (EAT), which converts general concern into practical knowledge. According to the Knowledge-Based View (KBV), this training fosters environmental commitment, directly enhancing a firm's Green Innovation Performance (GIP) (Wu et al., 2024).

Furthermore, integrating environmental consciousness into Human Resource Management (HRM) practicessuch as establishing a pro-environmental psychological climateis vital for promoting sustainable employee behavior (Usman & Harmen, 2025). Research suggests a virtuous cycle exists: firms with strong environmental reputations attract highly conscious talent, reinforcing the

organization's green capabilities and long-term viability (Hsiao-Chu & Chi-Hsin, 2024).

Green Purchase Intention

Purchase intention serves as a critical proxy for green consumer behavior and a key indicator of Green Marketing Strategy (GMS) effectiveness. It reflects an individual's commitment to purchasing products with minimal environmental impact (Doszhanov & Ahmad, 2015). As a direct antecedent to actual buying behavior, this metric is vital in developing markets like Nigeria, where green consumption is still evolving (Pushpanathan & Silva, 2020).

Empirical studies in Nigeria consistently show a positive relationship between GMS and purchase intention. Research indicates that developing recyclable, resource-efficient products significantly influence consumer intent (Adias & Akenbor, 2020). Furthermore, effective green advertising and eco-labeling boost awareness and build the trust necessary to drive interest (Chukwu & Nwafor, 2022). While some consumers demonstrate a willingness to pay a "green premium," price remains a sensitive factor (Olarewaju & Ganiyu, 2021).

Despite these theoretical links, the transition from intention to action remains low in Nigeria. This "intention-behavior gap" is often fueled by low environmental consciousness and skepticism regarding greenwashing (Hassan et al., 2022). Consequently, the success of GMS depends heavily on perceived authenticity and the ability of firms to overcome consumer skepticism with transparent, verifiable communication.

Green Brand Loyalty

The American Marketing Association (2011) defines brand loyalty as a situation where consumers repeatedly purchase a specific manufacturer's product over time rather than using multiple suppliers. In sustainable business, green brand loyalty refers to a deeply held commitment to rebuy preferred eco-friendly products despite environmental influences or competitor marketing efforts (Adebayo, 2023).

Empirical evidence from emerging markets suggests that green marketing mix elements directly foster this loyalty. Studies by Mendrofa (2024) and Ali et al. (2023) indicate that genuinely recyclable or energy-efficient product innovations build a foundation of trust among conscious consumers. Furthermore, transparent eco-friendly advertising and sustainable packaging in Nigeria's consumer goods sector have been found to positively influence retention (Yunusa et al., 2024; Udeh et al., 2024).

Theoretical Review

Theory of Planned Behavior (TPB)

Theory of Planned Behavior (TPB) Developed by Ajzen (1991), TPB predicts behavior through behavioral intention, shaped by three constructs: attitude (favorable evaluation of eco-friendly products), subjective norms (social pressure), and perceived behavioral control (affordability and availability). In this study, TPB explains why Nigerian consumers intend to purchase green products, often influenced by external green marketing strategies (Ogiemwonyi, 2022; Adeleke & Adeyemo, 2021).

Diffusion of Innovation (DOI)

Diffusion of Innovation (DOI) Theory Rogers' (1962) DOI theory explains how new practices spread. Here, green marketing is treated as a corporate innovation. Adoption depends on five characteristics: relative advantage (profitability), compatibility (alignment with values), complexity (implementation difficulty), trialability (small-scale testing), and observability (visible results). DOI identifies the motivations and resource constraints for Nigerian firms adopting sustainable practices (Ogunleye & Adebayo, 2023).

Empirical Review

Chagwesha et al., (2023) carried out a study with the purpose of investigating the impact that eco-friendly marketing tactics have on the buying decisions of consumers. Using the structured questionnaire, this investigation takes on the form of a sequential explanatory mixed research design. To scientifically establish the effect that green marketing techniques have on the purchasing decisions of consumers, the findings were evaluated using correlation and regression analysis with the assistance of SPSS. According to the findings, all three marketing approaches, namely, green advertising, eco-labeling, and green branding, had a significant and favorable impact on the purchasing decisions of consumers.

Ogunlela (2018) conducted study on green SC initiatives within the FMCG manufacturing industry in Nigeria to establish how it affected both its performance and competitive advantage. Primary data were collected from 41 selected respondents at a FMCG manufacturing industry based in Lagos, Nigeria using quantitative methodology through the distribution of a questionnaire. A significant number of respondents (32 of 41; 77.54 percent) agreed that the implementation and adoption of green SC initiatives would enhance organisational performance, and the proper integration of all processes used for GSCM, which practice can lead to enhanced competitive advantage. The results furthermore indicate that the success of GSCM in the FMCG manufacturing industry requires a collaborative approach which differs from those traditionally used for SCs.

Thakur et al., (2025) conducted a study to investigate how eco-friendly product

design (EFPD), environmental positive externalities (EPE), and green product advertising (GPA) affect green brand image (GBI) among customers. The results, obtained from 380 respondents and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM), demonstrate the reliability and validity of all constructs. The results suggest that EPE and GPA greatly improve GBI, but EFPD has just a moderate impact. The model accounts for 63% of the variance in GBI, suggesting high predictive ability. These findings demonstrate that customers' environmental impressions and favourable green attitudes have a greater influence on brand image than container design alone.

Methodology

This study adopts a quantitative research design to investigate the effectiveness of green marketing strategies in Nigeria, focusing on the Fast-Moving Consumer Goods (FMCG) sector and Unilever Nigeria Plc. The FMCG setting is ideal for linking consumer attitudes (Theory of Planned Behavior) with corporate practices (Diffusion of Innovation Theory). Unilever serves as a strategic case study due to its explicit sustainability commitments, such as plastic reduction and recyclability (Unilever, 2023).

Using a survey method with self-administered questionnaires, the study employs a dual-population approach. The consumer population consists of adult residents in Lagos State (aged 18–45) who purchase Unilever products, representing a segment with high environmental consciousness. The corporate population comprises management and operational staff at Unilever Nigeria Plc involved in sustainability strategy.

For the consumer segment, which is infinite, a sample size of 385 was determined using the Godden (2014) model. For the corporate segment, a sample of 241 was derived from a population of 603 employees using the Taro Yamane formula, based on Unilever's 2024 Annual Report. A total of 626 questionnaires were distributed using stratified sampling.

The corporate strata included Marketing, Brand, and R&D Managers to capture strategic insights into the compatibility and complexity of green initiatives. Data collected from the retrieved questionnaires were analyzed inferentially using regression analysis to determine the relationship between green marketing adoption and consumer purchase intentions.

Data Analysis

The Effect of Consumers' Attitudes on Consumers' Green Purchase Intentions

This section examines the effect of consumers' attitudes toward green products on their green purchase intentions. A simple linear regression was conducted, treating attitude as the predictor and purchase intention as the outcome.

Table 2: Consumers' Green Purchase Intentions& Attitudes Toward Green Products

Item	SD (%)	D *(%)*	N *(%)*	A *(%)*	SA *(%)*	Mean	Remarks
Green Purchase Intentions							
I intend to buy green FMCG products regularly.	36 (9.4%)	149 (38.7%)	159 (41.3%)	39 (10.1%)	2 (0.5%)	2.54	Low Intention
I prefer eco -friendly products when alternatives are available.	18 (4.7%)	140 (36.4%)	165 (42.9%)	55 (14.3%)	7 (1.8%)	2.72	Moderate Intention
I am willing to try new sustainable FMCG brands.	28 (7.3%)	139 (36.1%)	154 (40.0%)	60 (15.6%)	4 (1.0%)	2.67	Moderate Intention
I plan to increase my consumption of environmentally friendly products.	30 (7.8%)	151 (39.2%)	161 (41.8%)	41 (10.6%)	2 (0.5%)	2.57	Low Intention
I will choose a green product over a traditional one if both are similar.	27 (7.0%)	147 (38.2%)	164 (42.6%)	45 (11.7%)	2 (0.5%)	2.61	Moderate Intention
Total Mean scores						**2.62**	**Extremely Aware**
Consumers' Attitude							
I believe green products are beneficial to society.		27 (7.0%)	157 (40.8%)	159 (41.3%)	42 (10.9%)	3.56	High
Green products are worth purchasing even if they cost more.	9 (2.3%)	63 (16.4%)	162 (42.1%)	127 (33.0%)	24 (6.2%)	3.24	Moderate
Using eco -friendly products makes me feel responsible.	2 (0.5%)	38 (9.9%)	149 (38.7%)	158 (41.0%)	38 (9.9%)	3.50	High
I have a positive opinion about environmentally safe FMCG products.	3 (0.8%)	52 (13.5%)	152 (39.5%)	146 (37.9%)	32 (8.3%)	3.39	Moderate
Green products offer better long-term value.	3 (0.8%)	33 (8.6%)	162 (42.1%)	149 (38.7%)	38 (9.9%)	3.48	High
Total Mean scores						**3.43**	**Very Low Loyalty**

Note: Responses were measured on a 5-point Likert scale (1 = SD to 5 = SA).

1. Mean score interpretation (**Awareness**): 1.00-1.80 = Not Aware; 1.81-2.60 = Slightly Aware; 2.61-3.40 = Somewhat Aware; 3.41-4.20 = Moderately Aware; 4.21-5.00 = Extremely Aware.
2. Mean score interpretation (**Purchase Intension**): 1.00-1.80 = Very Low; 1.81–2.60 = Low; 2.61–3.40 = Moderate; 3.41-4.20 = High; 4.21-5.00 = Very High

Table 2 indicates that the green purchase intentions, of the consumers, were moderate with the mean scores ranging between 2.54 and 2.72. The intention to purchase green FMCG products on a regular basis (M = 2.54) and increase their consumption of environmentally friendly products (M = 2.57) were low among the respondents. They were found to have moderate intention in preferring environmentally friendly products when they have available alternatives (M = 2.72), desire to try new sustainable brands of FMCG (M = 2.67), and desire to use a green product instead of a traditional one in the event they are similar (M = 2.61). The total composite mean (M = 2.62) shows a medium index of green purchase intention meaning that although consumers may be partially having intention of making sustainable purchases, the commitment of their behavior is low.

The attitude score was mostly above purchase intentions with a mean of 3.24-3.56. The respondents gave top positive ratings on the above benefits of green products in society (M = 3.56), feeling guilty when using green product (M = 3.50), and better perception of long-term value in green substitutes (M = 3.48). There were moderate attitudes towards costs perceptions (M = 3.24) and towards general opinion on the environmentally safe FMCG products (M = 3.39). The average score on attitude (M = 3.43) reveals that people have a rather positive attitude to green products; still, it is not as high as the degree of their environmental awareness. On the whole, the research indicated that consumers are highly environmentally aware and have positive attitude towards green products though this is not entirely applied in the purchase intention, which is still moderate.

Based on the results of Table 3, the simple linear regression was undertaken to assess the extent to which the attitudes of consumers concerning green products can be used to forecast their green purchase intentions, and Table 3 shows the coefficients, significance levels, and model fit indication of the regression equation.

Table 3: Regression Coefficients Predicting Green Purchase Intention from Attitude.

Predictor	B	Std. Error	β	t	p
Constant	1.047	.155	-	6.755	< .001
Attitude	.458	.044	.466	10.321	< .001

Model Summary: $R = 0.466$, $R^2 = .218$, $F(1, 383) = 106.516$, $p < .001$

The simple linear regression model that evaluated the predictive value of attitude on green purchase intention and found statistically significant, F (1, 383) = 106.52, p

<.001, proved that the predictor is a contributor of significance to the criterion variable. The model explained 21.8% in the purchase intention of green (R 2 =.218; Adj. R 2 =.216), which is moderate in its explanatory power. Attitude proved a strong predictor (=.466) and can be seen as having a strong positive influence on green purchase intention, t(383) = 10.32, p <.001. The unstandardized coefficient (B = .458) denotes that one-unit change in attitude does not cause a one-unit change in the predicted green purchase intention, which is the special role of attitudinal disposition in influencing the consumer behavior in the environment.

Assessing the Relationship Between Environmental Awareness and Green Brand Loyalty

This section presents consumers' environmental awareness and green brand loyalty (Table 4) and examines their association using Pearson correlation analysis (Table 5).

Table 4: Consumers' Environmental Awareness &Green brand loyalty.

Item	SD *(%)*	D *(%)*	N *(%)*	A *(%)*	SA *(%)*	Mean	Remarks
Environmental Awareness							
I am aware of environmental issues caused by consumer products.	-	2 (0.5%)	42 (10.9%)	178 (46.2%)	163 (42.3%)	4.30	Extremely Aware
I pay attention to information on eco-friendly products.	-	4 (1.0%)	48 (12.5%)	180 (46.8%)	153 (39.7%)	4.25	Extremely Aware
I understand common ——— ——	-	8 (2.1%)	43 (11.2%)	176 (45.7%)	158 (41.0%)	4.26	Extremely Aware
I am exposed to green marketing messages from FMCG companies.	-	2 (0.5%)	48 (12.5%)	160 (41.6%)	175 (45.5%)	4.32	Extremely Aware
I know which FMCG brands promote sustainable practices.	-	3 (0.8%)	52 (13.5%)	166 (43.1%)	164 (42.6%)	4.28	Extremely Aware
Total Mean scores						**4.28**	**Extremely Aware**

Green brand loyalty							
I frequently buy from FMCG brands with sustainable practices.	100 (26.0%)	196 (50.9%)	82 (21.3%)	7 (1.8%)	-	1.99	Very Low
I remain loyal to brands that use recyclable packaging.	92 (23.9%)	184 (47.8%)	95 (24.7%)	14 (3.6%)	-	2.08	Very Low
I prefer to stay with green brands even when new brands emerge.	119 (30.9%)	184 (47.8%)	69 (17.9%)	13 (3.4%)	-	1.94	Very Low
I encourage friends/family to buy eco-friendly brands.	82 (21.3%)	181 (47.0%)	107 (27.8%)	15 (3.9%)	-	2.14	Very Low
I will continue using green FMCG brands long-term.	110 (28.6%)	183 (47.5%)	83 (21.6%)	9 (2.3%)	-	1.98	Very Low
Total Mean scores						**2.03**	**Very Low**

Note: Responses were measured on a 5-point Likert scale (1 = SD to 5 = SA).

1. Mean score interpretation (**Awareness**): 1.00-1.80 = Not Aware; 1.81-2.60 = Slightly Aware; 2.61-3.40 = Somewhat Aware; 3.41-4.20 = Moderately Aware; 4.21-5.00 = Extremely Aware.

2. Mean score interpretation (**Brand Loyalty**): 1.00-1.80 = Very Low; 1.81–2.60 = Low; 2.61–3.40 = Moderate; 3.41–4.20 = High; 4.21–5.00 = Very High.

Table 4 demonstrates that the respondents had a high degree of environmental awareness, where the mean score ranges between 4.25 and 4.32 within the range of the highest level of awareness (4.215.00). The level of awareness of participants about environmental issues by consumer products (M = 4.30) and attention to the environmentally friendly product information (M = 4.25) and knowledge about the most widespread environmental labels (M = 4.26) was high. Equally, the level of attentiveness to green marketing message (M = 4.32) and awareness of sustainable FMCG brands (M = 4.28) were still high. The general average score (M = 4.28) proves the fact that the sample is extremely eco-aware and well-educated regarding sustainability indicators.

On the other hand, the green brand loyalty of the consumers showed wider variability with the means of 1.94 to 2.14, which represent the very low levels of loyalty on all indicators. Respondents were very low in their loyalty with regard to making purchases with sustainable FMCG brands (M = 1.99), being dedicated to purchase with recyclable packaging (M = 2.08), and their preference to green brands despite

the availability of new substitutes (M = 1.94). Similarly, advocacy, e.g., encouraging other people to use green brands (M = 2.14), and long-term intention to use green FMCG brands (M = 1.98) were also poor. The composite mean of 2.03 shows that there is overall very low level of green brand loyalty which is in sharp contrast with high-level environmental awareness of them.

Table 5: Correlation Between Environmental Awareness and Green Brand Loyalty

Item	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Remarks
Unilever has fully integrated sustainability principles into its product development and packaging decisions.	1 (0.4%)	10 (4.1%)	59 (24.5%)	125 (51.9%)	46 (19.1%)	3.85	High
Green marketing practices are consistently implemented across most product lines.		12 (5.0%)	59 (24.5%)	108 (44.8%)	62 (25.7%)	3.91	High
The company has established measurable sustainability targets and tracks progress regularly.	1 (0.4%)	7 (2.9%)	64 (26.6%)	103 (42.7%)	66 (27.4%)	3.94	High
Sustainability initiatives are widely communicated to consumers.	–	8 (3.3%)	53 (22.0%)	109 (45.2%)	71 (29.5%)	4.01	High
Unilever has dedicated structures or teams overseeing sustainability implementation.	–	13 (5.4%)	65 (27.0%)	106 (44.0%)	57 (23.7%)	3.86	High

Table 6 presents the assessment of Unilever's adoption of green marketing practices. Overall, all items demonstrated high mean scores (M = 3.85-4.01), indicating a strong corporate commitment to sustainability. Integration of sustainability principles into product development and packaging received a high rating (M = 3.85), reflecting alignment of operational processes with eco-conscious objectives. Consistent implementation of green marketing practices across product lines (M = 3.91) and the establishment of measurable sustainability targets with systematic monitoring (M = 3.94) illustrate structured managerial approaches to environmental stewardship.

Furthermore, communication of sustainability initiatives to consumers was rated, highest (M = 4.01), highlighting strategic transparency and stakeholder engagement. The presence of dedicated structures or teams overseeing sustainability

implementation (M = 3.86) further indicates institutionalization of green practices within the organization. Collectively, these results suggest that Unilever exhibits a high level of corporate adoption of green marketing strategies, reflecting an integrated and operationalized approach to sustainability in the emerging market context.

Table 7: Multiple Linear Regression Coefficients Predicting Adoption of Green Products

Predictor	*B*	Std. Error	Beta	*t*	*Sig.*
Constant	0.503	0.712	–	0.706	0.481
Relative Advantage	0.289	0.117	0.147	2.464	0.014
Compatibility	0.209	0.115	0.110	1.815	0.071
Complexity	-0.122	0.059	-0.120	-2.064	0.040
Trialability	0.097	0.064	0.088	1.525	0.129
Observability	0.343	0.056	0.372	6.137	0.000

Model Summary: $R = 0.480$, $R^2 = 0.230$, Adjusted $R^2 = 0.214$, ANOVA: $F(5, 235) = 14.076$, $p < 0.001$

The multiple linear regression was to be used to test the degree to which the innovation attribute can predict adoption of green marketing practices of the firms. Based on Table 7, the overall model was statistically significant, F(5, 235) = 14.08, p <.001, and explained 23.0% of the variance in adoption (R 2 = 0.230, Adjusted R 2 = 0.214), meaning it possessed a moderate explanatory power.

Observability was found to be the best and the most important positive predictor of adoption, 8 =.372, B = 0.343, t(235) = 6.14, p =.001, indicating that the firms have more chances of adopting green marketing practices when the advantages of the business are observable. The relative advantage too was a predictor of the adoption, 8 =.147, B = 0.289, t(235) = 2.46, p =.014, that those firms with a greater perception of relative advantage in green marketing have more chances of adopting the practice. The negative influence of complexity was found to be significant, β = -.120, B = -0.122, t(235) = -2.06, p =.04, which means that perceived increased difficulty in the implementation of green marketing decreases adoption. The other variables were found not to be statistically significant: Compatibility (=.110, B = 0.209, t(235) = 1.82, p =.071) and Trialability (=.088, B = 0.097, t(235) = 1.53, p =.129).

These results suggest that the perceived complexity, relative advantages, and the visibility of benefits are some of the main factors motivating corporate adoption of green marketing strategies, whereas compatibility with the current practice and trial of new methods are less significantly important.

Discussion of Findings

It was observed that the attitude of consumers has a strong positive impact on green purchase intentions. Simple linear regression showed that attitude was a significant predictor of purchase intention (0.466, $t(383) = 10.32$, $p < 0.001$) and could predict purchase intention ($R 2 = 0.218$). Despite the high attitudinal scores ($M = 3.43$), the purchase intentions were moderate ($M = 2.62$), which reflected an attitudinal behavioral gap in line with the Theory of Planned Behavior (Ajzen, 1991) and previous results in the emerging markets (Chen, 2010; Biswas and Roy, 2015). This divide can showcase structural limitations, the perceived cost, as well as the habitual consumption patterns that restrict positive attitudes into real purchase behaviors (Joshi and Rahman, 2015; Nguyen et al., 2020).

Although the level of environmental awareness ($M = 4.28$) is extreme, the level of green brand loyalty ($M = 2.03$) was very low, and there was a significant small correlation, $r = 0.18$, $p < 0.01$, which shows that consumers cannot be loyal to a green brand only by being environmentally aware. This is in accordance with the results in the emerging markets in which high levels of environmental knowledge do not necessarily lead to committed green consumption (Rahman et al., 2019; Testa et al., 2015). The small effect size indicates the existence of intervening variables, such as price sensitivity, perceived product efficacy and limited reinforcement mechanisms, that dilute the effect of the awareness on the loyalty behaviors.

At Unilever, the practice of green marketing was adoptable by the corporate in a consistent manner ($M = 3.85$-4.01). Multiple regression revealed that Observability ($t = 6.14$, $p = 0.001$, $= 0.372$) and Relative Advantage ($t = 2.46$, $p = 0.014$, $= 0.147$) had a positive relationship with adoption, and Complexity had a negative relationship with adoption ($t = -2.06$, $= -0.120$). Trialability and Compatibility were not considered to be really important, which emphasized the point that the new market companies are more concerned with the observable benefits and practical advantages than the compatibility with the existing procedures or experimentation. These findings support the idea stated by Rogers in his theory of Diffusion of Innovation (2003) and the existing literature in the new markets (Alniacik et al., 2011; Testa et al., 2015), meaning that the observability of outcomes, relative benefits, and manageable complexity of implementation are core determinants of sustainable marketing adoption.

Conclusion

This study presents the importance of the consumer attitudes, environmental awareness and corporate practices in the development of sustainable consumption in

the emerging markets. It shows that to make people buy green consistently or become loyal to a brand, it is crucial to make people have a positive environmental perception although it is not enough. Equally, organization commitment to green marketing needs to align strategically on the features of innovation and proper communication to get the sustainability principles converted in real consumer participation. The results indicate the need to apply behavioral knowledge to support managerial approaches to close the gap between environmental awareness and sustainable consumption.

Recommendations

According to the given analysis, the fundamental issue of Unilever lies in a great disconnect between the high consumer attitude/environmental awareness and the low green purchase intention/brand loyalty. To overcome this, Unilever ought to enact a strategy in minimizing the perceived obstacles and maximizing the perception and actual gains of their green marketing programs in line with the predictors of consumer and corporate adoption as identified. This would be achieved by lowering the perceived barriers and dampen the attitude behavior gap and take advantage of observability and relative advantage to induce consumer loyalty.

Further studies should also address contextual, social, economic aspects, which mediate or moderate adoption of green products and practices to offer practical advice on policy-makers and business-companies interested in improving sustainability performance in the developing economies.

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