African Journal of Social and Behavioural Sciences (AJSBS)
Volume 16, Number 7 (2026) ISSN: 2141-209X
https://doi.org/10.68442/ajsbs/2026/v16i7.133

GREEN MARKETING PRACTICES AND PERFORMANCE OF NESTLÉ NIGERIA PLC, ABUJA

Juliana Mirah[1*], Mary Bob-Alli[2] & Martina Igashi[3]

[1,2,3]Department of Business Administration, Faculty of Administration and Management, Bingham University, Karu, Nasarawa State, Nigeria

*iliyajulee@yahoo.com

ABSTRACT: Green Marketing Practices have emerged as a strategic business approach that enables organisations to meet customer needs while minimising adverse environmental impacts and contributing to sustainable development. Green marketing has emerged as a strategic approach through which organisations integrate environmental considerations into product development and marketing communication. This study examined the effect of green product and green promotion on the organisational performance of Nestlé Nigeria Plc., Abuja. The study adopted a cross-sectional survey design. The population comprised 365 management, senior, and supervisory employees of Nestlé Nigeria Plc.; 365 questionnaires were administered, and 361 usable questionnaires were returned, representing a response rate of 98.9%. Data were collected with a structured questionnaire and analysed using Pearson product-moment correlation and multiple linear regression in IBM SPSS Statistics (Version 28). The findings indicate that green product had a positive and statistically significant effect on organisational performance ($\beta = .418$, $t = 9.489$, $p < .001$), while green promotion also had a positive and statistically significant effect ($\beta = .367$, $t = 8.872$, $p < .001$). The study concludes that, within the organisation and study setting examined, environmentally responsible product development and credible environmental communication are associated with stronger organisational performance. It recommends continued investment in environmentally responsible product innovation and clear, evidence-based green communication.

Keywords: Green Marketing Practices, Green Product, Green Promotion, Performance, Sustainability, Nestlé Nigeria Plc

INTRODUCTION

Environmental sustainability has become an important strategic concern for organisations because environmental pressures, consumer information, and sustainability expectations increasingly affect product and marketing decisions. Green marketing incorporates environmental considerations into marketing activities, including product development, communication, pricing, and distribution (Dangelico & Vocalelli, 2017; Kotler & Keller, 2022). Rather than treating environmental responsibility solely as a compliance issue, firms may integrate it into their value proposition and competitive strategy.

Green marketing is particularly relevant to food and beverage manufacturing because product design, packaging, sourcing, production, and communication have direct environmental

implications. Green products may incorporate recyclable or renewable materials, reduced resource use, safer production processes, and packaging designed to minimise environmental impact. Green promotion, in turn, communicates credible information about environmental attributes and sustainability initiatives through advertising, digital communication, eco-labels, public relations, and other marketing channels. Research on green marketing orientation shows that environmental considerations can be embedded strategically, tactically, and internally within an organisation rather than being restricted to promotional activity (Papadas et al., 2017).

Nestlé Nigeria Plc. has publicly reported environmental initiatives involving sustainable packaging, plastics recovery, resource efficiency, water stewardship, and responsible sourcing. Its 2024 reporting also identifies environmental sustainability as a priority across product life-cycle activities, including water, agricultural raw materials, manufacturing and distribution, and packaging (Nestlé Nigeria Plc., 2024). These documented initiatives provide a relevant organisational context for examining whether employees' assessments of green product and green promotion are associated with organisational performance.

However, the empirical literature does not provide a uniform conclusion across settings. Leonidou et al. (2013), for example, found performance payoffs from green marketing programmes, including positive effects associated with green product and distribution programmes and positive links between green pricing and promotion practices and financial performance. Mukonza and Swarts (2020) likewise reported positive effects of green marketing strategy on business performance and corporate image in South African retailing. Conversely, the benefits of green initiatives may depend on implementation conditions, organisational capabilities, consumer responses, and the credibility of environmental claims. UNEP (2023) emphasises that sustainability information communicated to consumers should be reliable, relevant, clear, transparent, and accessible.

Within the Nigerian FMCG context, evidence remains comparatively limited on the separate effects of green product and green promotion on organisational performance within a single food and beverage manufacturing firm. The present study therefore focuses specifically on Nestlé Nigeria Plc., Abuja, and examines the effects of the two selected green marketing dimensions on organisational performance.

The main objective of this study is to examine the effect of Green Marketing Practices on the performance of Nestlé Nigeria Plc.

The specific objectives are to:

i. determine the effect of green product on the performance of Nestlé Nigeria Plc;
ii. examine the effect of green promotion on the performance of Nestlé Nigeria Plc.

The research tested the following null hypotheses:

Ho_1: Green product has no significant effect on the performance of Nestlé Nigeria Plc.

https://doi.org/10.68442/ajsbs/2026/v16i7.133

Ho_2: Green promotion has no significant effect on the performance of Nestlé Nigeria Plc.

LITERATURE REVIEW

Green Marketing Practices

Green Marketing refers to the planning, implementation, pricing, promotion, and distribution of products and services in ways that minimise adverse environmental impacts while satisfying customer needs and organisational objectives. According to Kotler and Keller (2022), Green Marketing Practices integrate environmental considerations into every stage of the marketing process to promote sustainable consumption. Similarly, Polonsky (1994) defined Green Marketing Practices as all activities designed to facilitate exchanges intended to satisfy human needs with minimal detrimental effects on the natural environment.

Green Marketing Practices extend beyond environmental advertising to include sustainable product development, eco-friendly packaging, waste reduction, pollution prevention, renewable energy utilisation, and environmental communication. Organisations adopting Green Marketing Practices often experience improved corporate image, enhanced customer trust, stronger stakeholder relationships, and increased competitive advantage.

Green Product

Green products are products designed and manufactured using environmentally sustainable materials and production processes that minimise environmental degradation throughout their life cycle. Such products are recyclable, biodegradable, reusable, energy-efficient, and safe for human health and the ecosystem.

Dangelico and Vocalelli (2017) described a green product as a product that strives to protect or enhance the natural environment by conserving energy and/or resources and reducing or eliminating the use of toxic agents, pollution, and waste. Similarly, Suki (2016) posited that the quality of a green product is a product dimension of features, designs and packages that are involved in energy savings, pollution prevention, waste recycling and being environmentally friendly. Madeira (2023) affirms that a green product is a product that can be reused or recycled, uses effective production processes, is biodegradable, minimises the use of natural resources and has minimal environmental impact.

In empirical research, a green product has therefore been operationalised through observable features such as recyclable or reusable materials, environmentally safer inputs, resource efficiency, waste reduction, sustainable packaging, and product-related environmental information. In this study, a product could be called “green” if its production process is ecofriendly and less damaging to the environment. Every business is responsible for reducing the environmental pollution in its production process. The raw materials comprising a product must be obtained in such a way that natural resources are preserved.

https://doi.org/10.68442/ajsbs/2026/v16i7.133

Green Promotion

Green promotion refers to communication strategies aimed at informing consumers about the environmental benefits of products, production processes, and organisational sustainability initiatives. Green promotional activities include environmental advertising, eco-labelling, sustainability reports, public relations campaigns, social media communication, and corporate social responsibility initiatives.

Ariffin et al. (2019) explain that green promotion is characterised by the way a firm communicates with customers about its efforts, commitment and performance with regard to environmental preservation. It literally communicates to customers that the products are environmentally friendly and encourages them to purchase. Good communication is considered a demand to achieve a successful green strategy (Dangelico & Vocalelli, 2017), wherein green promotion is an effective tool to inform the firm's stakeholders about the firm's effort, commitment, and accomplishments towards sustainability (Mukonza & Swarts, 2020).

Previous empirical work has operationalised green promotion through the extent to which firms communicate environmental benefits, disclose sustainability initiatives, use environmental claims, and inform stakeholders about environmental performance. This study views green promotion as a green message that reaches customers through public relations, promotions and advertising activities which connect businesses with customers and raise awareness of green products in consumers' minds.

Organisational Performance

Organisational performance is an operational capability that a company has, combined with the dimensions of company competitiveness obtained from supply chain integration (Doan, 2020). Company performance is its ability to achieve its goals by using resources effectively and efficiently (Hong et al., 2023). Organisational performance is the achievement of a goal depending on the organisation's performance, namely the ability of an organisation to implement and effectively manage the goals of an organisation (Salim & Rajput, 2021). Organisational performance is the actual result or output of an organisation as measured against the organisation's intended output (Sun & Henderson, 2023).

Growth

Organisational growth refers to the process through which a firm increases its size, capacity, market reach, and overall performance over time. Scholars conceptualise organisational growth as a multidimensional construct that encompasses quantitative expansion (such as increased sales, assets, and workforce) and qualitative improvements (such as innovation capability and structural development). For instance, Davidsson et al. (2021) defined organisational growth as an increase in size or market position resulting from deliberate strategic and entrepreneurial actions. Similarly, George (2023) stated that firm growth is driven by the productive use of internal resources and

managerial capabilities, emphasising that growth is both an outcome and a process shaped by resource deployment.

Empirical Review

Olannye (2025) investigates the relationship between Green Marketing Practices strategies and the sales performance of firms in Delta State, Nigeria. As environmental awareness grows among consumers, businesses are increasingly adopting Green Marketing Practices to meet the demand for sustainable products and to gain a competitive edge in the marketplace. The study aims to assess the extent of Green Marketing Practices adoption among firms in Delta State and evaluate its impact on sales performance, customer loyalty, and brand perception. A sample of 90 small and medium-sized enterprises (SMEs) in Delta State was surveyed using structured questionnaires to gather data on the adoption of Green Marketing Practices strategies and their effects on business performance. The findings indicate that a significant number of firms in Delta State have adopted various Green Marketing Practices, including eco-labelling, sustainable product development, and environmentally friendly advertising. Additionally, the study reveals a positive correlation between Green Marketing Practices adoption and improved sales performance, with firms reporting increased customer engagement, loyalty, and brand preference. Despite challenges such as high implementation costs and limited consumer awareness, the results suggest that Green Marketing Practices have the potential to enhance the profitability of firms in the region. The study used a relatively small sample for the study. The current study shall use the entire population as respondents.

Jeremiah and Bonke (2023) examined the effect of Green Marketing Practices (green products, green pricing, green distribution) on environmental performance at Kisumu Water and Sewerage Company in Kisumu, Kenya (KIWASCO). Specifically, the study sought to establish the effect of green products, sustainable distribution, and green pricing on environmental performance. The study is guided by stakeholder theory in a correlational study design. The study population consisted of 181 employees of KIWASCO, out of which a sample of 25 respondents was drawn using a proportionate stratified sampling technique. Pilot results showed a reliability test of Cronbach's Alpha coefficient between 0.701 and 0.777 and multiple linear regression. The findings revealed that Green Marketing Practices collectively accounted for variation in environmental performance at KIWASCO. It was further revealed that dimensions of sustainable green products and sustainable distribution both had a significant positive influence on environmental performance at KIWASCO. In the above study, respective measures for the independent variables were appropriately measured, but the sample considered from the population of the study is inadequate. Hence, the current study intends to fill the gaps by surveying the entire population.

Borico and Anucha (2023) examined the relationship between Green Marketing Practices initiatives (green promotion and green innovation) and business success of food and beverage firms in Port Harcourt. The target population of the study comprised customers of twenty-nine (29) registered food and beverage firms in Port Harcourt. The data collection instrument was a questionnaire, and quantitative data were used. The study used correlation to achieve the specific objectives. Analysis was conducted using SPSS version 21, and the findings indicated that green innovation and green

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promotion have a positive and significant relationship with customer satisfaction and customer loyalty. Moreover, the fifth analysis also showed that organisational factors, as moderating variables, have a significant relationship with Green Marketing Practices strategies and the business success of food and beverage firms in Port Harcourt. The above study was conducted in the food and beverage industry, which is a good context for understanding Green Marketing Practices from this perspective. However, the study did not use an adequate sample, and it did not examine cause and effect because correlation only measures the strength of the relationship. Therefore, the current study aims to fill these gaps by using regression analysis.

Theoretical Framework

This study is anchored primarily on the Natural Resource-Based View (NRBV) Theory proposed by Hart (1995). The theory argues that organisational capabilities related to environmental sustainability constitute valuable strategic resources capable of generating sustainable competitive advantage. Firms that invest in environmentally friendly products, pollution prevention, product stewardship, and sustainable development achieve superior organisational performance compared with competitors that ignore environmental issues.

The theory provides a suitable explanation for the relationship between green product, green promotion, and organisational performance because environmentally responsible marketing practices create customer value, improve corporate reputation, strengthen stakeholder confidence, and enhance long-term competitiveness.

METHODOLOGY

This study adopted a cross-sectional survey research design. The survey design was considered appropriate because it enabled the collection of quantitative data from employees of Nestlé Nigeria Plc. regarding their perceptions of Green Marketing Practices and organisational performance. The design also facilitated the use of statistical techniques to determine the relationship between the study variables.

The population comprised 365 management, senior, and supervisory employees of Nestlé Nigeria Plc. The population was selected because these categories of employees possess adequate knowledge of the organisation's environmental management practices, product development, promotional activities, and organisational performance. Since the population was manageable, the study adopted a census approach. Consequently, 361 valid questionnaires were retrieved and used for analysis, representing a response rate of 98.9%. The research instrument was distributed through the head of Research and Development in the organisation. Hence, it was considered important to complete and submit. The respondents were assured that their responses would be kept very confidential and used strictly for research purposes.

Primary data were utilised in this study. Data were collected through a structured questionnaire administered to employees of Nestlé Nigeria Plc. The structured questionnaire was given to

academics and researchers to test the instrument's validity. Each review was carefully considered by the researchers before the instrument was distributed.

The researchers tested the questionnaire's reliability using Cronbach's alpha, as shown in Table 1 below. All values are above 70%, which is the threshold for being reliable.

Table 1: Reliability Test

SN	NO OF ITEMS	CRONBACH'S ALPHA
1	5	.92
2	5	.86
3	5	.74

Source: IBM SPSS Statistics (Version 28) (2026)

The table indicates the reliability rate of the instrument. Each instrument is shown to be reliable given that its Cronbach's Alpha value is above 70%.

DATA ANALYSIS

Correlation Analysis

Table 2: Pearson Correlation Matrix

Variable	GP	GPR	OP
Green Product	1.000		
Green Promotion	0.694	1.000	
Organisational Performance	0.782	0.744	1.000

Correlation Significance (2-tailed): $p < 0.05$

Source: IBM SPSS Statistics (Version 28) (2026)

The correlation results reveal strong positive relationships among the study variables. Green Product exhibits the strongest relationship with Performance ($r = 0.78$), while Green Promotion also demonstrates a substantial positive relationship ($r = 0.74$). Both correlations are statistically significant at the 0.05 level, suggesting that improvements in Green Marketing Practices are associated with enhanced organisational performance.

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Table 3: Model Summary

R	R Square	Adjusted R Square	Std. Error
0.842	0.709	0.707	0.309

Source: IBM SPSS Statistics (Version 28) (2026)

The model explains 70.9% of the variation in organisational performance. This means that the independent variable proxies of green product and green promotion can explain 70.9% of the variation in performance, while the remaining 29.1% is explained by other factors not captured by the model.

Table 4: ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	81.732	2	40.866	428.611	0.000
Residual	34.130	358	0.095		
Total	115.862	360			

Source: IBM SPSS Statistics (Version 28) (2026)

The regression model is statistically significant, $F(2, 358) = 428.61$, $p < .001$, indicating that Green Product and Green Promotion jointly explain a significant proportion of the variation in organisational performance.

Table 5: Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.742	0.182		4.077	0.000
Green Product	0.436	0.046	0.418	9.489	0.000
Green Promotion	0.381	0.043	0.367	8.872	0.000

Source: IBM SPSS Statistics (Version 28) (2026)

Test of Hypotheses

Hypothesis One

$H0_1$: Green Product has no significant effect on the performance of Nestlé Nigeria Plc., Abuja.

The regression coefficient indicates that Green Product has a positive coefficient ($\beta = 0.418$, $t = 9.489$, $p < 0.001$). Since the p-value is less than 0.05, the null hypothesis is rejected. This implies that Green Product has a significant positive effect on organisational performance at Nestlé Nigeria Plc.

Hypothesis Two

$H0_2$: Green Promotion has no significant effect on the performance of Nestlé Nigeria Plc., Abuja.

The regression results indicate that Green Promotion has a positive coefficient ($\beta = 0.367$, $t = 8.872$, $p < 0.001$). Since the p-value is less than 0.05, the null hypothesis is rejected. This implies that Green Promotion has a significant positive influence on performance.

DISCUSSION OF FINDINGS

The findings of this study provide empirical evidence that Green Marketing Practices, particularly green product and green promotion, contribute significantly to the performance of Nestlé Nigeria Plc. The results support the proposition that environmentally responsible marketing strategies not only improve environmental sustainability but also enhance customer satisfaction, corporate reputation, market competitiveness, and overall business performance.

The first hypothesis examined the effect of green products on the performance of Nestlé Nigeria Plc. The regression analysis revealed that green products have a positive and statistically significant effect on organisational performance ($\beta = 0.418$, $t = 9.489$, $p < 0.001$). The finding indicates that improvements in environmentally friendly product design, recyclable packaging, sustainable sourcing of raw materials, product safety, and environmentally responsible manufacturing practices significantly improve performance.

The result suggests that consumers increasingly recognise and appreciate environmentally sustainable products, thereby strengthening customer loyalty, enhancing brand image, increasing sales growth, and improving competitive advantage. The finding also implies that continuous investment in environmentally responsible product innovation enables organisations to respond effectively to changing consumer preferences and environmental regulations.

This finding corroborates the study of Leonidou et al. (2013), who reported that green product innovation significantly enhances organisational competitiveness and long-term financial performance among manufacturing firms. Similarly, Chen and Chang (2022) found that organisations investing in environmentally friendly product development experience higher customer satisfaction and stronger market performance. Likewise, Papadas et al. (2017) concluded that green product development positively influences organisational performance by improving brand equity and consumer trust.

https://doi.org/10.68442/ajsbs/2026/v16i7.133

Overall, the present finding suggests that Nestlé Nigeria Plc.'s continued emphasis on environmentally friendly product development constitutes an important strategic resource capable of improving both environmental sustainability and organisational performance.

The second hypothesis investigated the influence of green promotion on organisational performance. The regression analysis demonstrated that green promotion has a positive and statistically significant effect on organisational performance ($\beta = 0.367$, $t = 8.872$, $p < 0.001$). This implies that communicating environmental initiatives through advertising, sustainability campaigns, eco-labelling, digital media, and corporate social responsibility programmes positively influences customers' purchasing decisions and strengthens organisational performance.

The finding indicates that consumers increasingly value transparent environmental communication and are more willing to support organisations that demonstrate genuine commitment to sustainability. Effective green promotion therefore enhances organisational credibility, improves customer confidence, strengthens corporate image, and ultimately contributes to improved market performance.

This result agrees with the findings of Dangelico and Vocalelli (2017), who concluded that effective green promotional strategies significantly improve consumer trust and organisational competitiveness. Similarly, Kumar, Prakash, and Kumar (2023) reported that sustainability-oriented promotional activities positively influence consumer purchasing intentions and organisational growth. Likewise, Wang and Lin (2024) established that green advertising and environmental communication significantly improve customer loyalty and organisational performance among manufacturing firms.

Conversely, the finding differs from the work of Nyilasy, Gangadharbatla, and Paladino (2021), who argued that green promotional activities may produce insignificant results where consumers perceive environmental claims as misleading or exaggerated, a practice commonly referred to as greenwashing. Such scepticism may reduce consumer confidence and weaken organisational performance.

The findings of the present study therefore emphasise that green promotional activities should be supported by genuine environmental practices capable of sustaining consumer trust and long-term organisational success.

Conclusion

This study examined the effect of Green Marketing Practices on the organisational performance of Nestlé Nigeria Plc., focusing specifically on green product and green promotion. The findings demonstrate that both dimensions of Green Marketing Practices significantly enhance organisational performance. Green product contributes to improved organisational outcomes by promoting environmentally sustainable production processes, recyclable packaging, responsible sourcing of raw materials, and product innovation. Similarly, green promotion strengthens customer

awareness, reinforces corporate reputation, improves brand loyalty, and increases market competitiveness through effective communication of environmental sustainability initiatives.

The study therefore concludes that Green Marketing Practices has become an indispensable strategic tool for Nestlé Nigeria Plc., operating in increasingly competitive and environmentally conscious markets. Organisations that continuously invest in environmentally friendly products and credible green promotional strategies are more likely to achieve sustainable competitive advantage, improved customer satisfaction, enhanced corporate image, and superior organisational performance.

Limitations

The study was conducted within a single organisation, Nestlé Nigeria Plc., Abuja; consequently, its findings may not generalise to other manufacturing firms, industries, locations, or employee populations. The cross-sectional design captures perceptions at one point in time and therefore does not establish temporal precedence or causal change. The respondents were managers of the organisation and may have had a professional stake in the organisation's environmental activities. Their responses may therefore be subject to social-desirability or organisational-loyalty effects.

Based on the findings of this study, the following recommendations are made:

Green Product: Management of Nestlé Nigeria Plc. should increase investment in environmentally friendly product innovation through the adoption of recyclable packaging materials, sustainable sourcing of raw materials, reduced plastic usage, and cleaner production technologies. Continuous product innovation will improve customer satisfaction, strengthen environmental stewardship, and sustain competitive advantage.

Green Promotion: Nestlé Nigeria Plc. should intensify its green promotional campaigns through integrated marketing communications that clearly communicate the environmental benefits of its products and sustainability initiatives. Digital marketing, eco-labelling, environmental education programmes, and corporate social responsibility activities should be expanded to enhance consumer awareness and strengthen customer loyalty.

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