Scale Development to Access the Impact of Green Business Functions on Green Brand Equity

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Abstract: *Change in global climate, government pressure, consumer preference and self motivation of business enterprises towards profit and society have made the organizations to turn Green. This work focuses on different factors of Green business functions like Green Marketing, Green Finance/Green Investment, Green Supply Chain Management, and Green HRM and also deals with the formulation of the questionnaire and its testing. Questionnaire survey is found to be most popular and feasible method to achieve this objective of accessing the impact of various green functions on green brand Equity. However there are no scales available that can directly be used. Hence the research in this area continues. This article attempts to develop a scale that is expected to be more widely acceptable and usable as it covers a vast variety of aspects of Green Business Functions and Green Brand Equity. The methodology used in this research is Delphi technique for content development followed by verification of reliability and validity of the scale.*

Key Words: *Green Business Functions, Green Brand Equity, Scale Development*

1. INTRODUCTION

The societal concerns on environmental issues have compelled companies to switch towards fulfilment of its environmental concerns. (Peattie 1995; Vandermerwe 1990). Most of the organizations have responded by developing and introducing eco-friendly products but are still facing the challenge to overcome consumers' doubt about the functional performance of these products (Kalafatis *et al.* 1999). The environmental, governmental and consumer pressure are impossible to avoid, so companies in today's world are trying to develop green business functions in their business strategy to develop green brand equity.

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The significance of 'integrating green brand equity' into current business function is evident by the growing interest of marketing researcher and academic practitioners in environmental issues and their impact on making business strategies. Green Brand equity plays a vital role in business practice as it helps in the enhancement of competitive advantage through successful brands. The competitive advantage of firms such as opportunity for successful extensions, resilience against competitors' promotional pressures and creation of barriers to competitive entry is all because of brand with high equity (Farquhar, 1989). Brands create value to the firm by generating value for the consumers where consumers' brand associations are the key element in the formation and management of brand equity (Rio, Vazquez and Iglesias, 2001).

2. ELEMENTS CONSIDERED FOR FORMULATION OF THE QUESTIONNAIRE/ SCALE

In this section, we have focussed on the elements to be considered for the development of a scale which can be used to test and ascertain the relationship between various Green Business Functions and elements of Green Brand Equity. The scale should be such that it may also test the Brand Preference, Purchase Intention, Brand Loyalty and Consumer Willingness to Pay a Price Premium. The first research progress seminar has discussed various green business functions used by organizations, namely Green Marketing, Green SCM, Green Investment and Green HRM.

Table 1
Various Green Business Functions and Authors

Sr. No.	Element's Name	Authors/Year
Green Marketing		
1	Green Price Premium	Laroche, M., Bergeron, J, & Barbaro-Forleo, G. (2001) and Dahl *et al.* (2008)
2	Green Advertising	Leonidas C. Leonidou(2010)and Grillo *et al.,* (2008)
3	Customer Satisfaction	Sharma *et al.* (2008) and Chen (2010)
4	Green Product	Kamble (2007) and N. Mahesh (2013)
5	Eco-Labelling	Schwartz and Miller, (1991)and Clare D'Souza (2004)
6	Green Packaging	Wossen Kassaye(2010)
7	Environmental Consciousness	(Wong Wai Kai 2010) and (Naffziger *et al.,* 2003).
8	Environmental Competitive Advantage	Joseph J. Cronin (2010) and Porter and vander Linde, (1995)
Green SCM		
9	Green Procurement	Timothy Simcoe Michael and W. Toffel (2014), Carter and Jennings (2004)
10	Green Distribution	Ninlawan C., Seksan P., Tossapol K., and Pilada W.(2010) and Sarkis, J. (2001)
11	Green Manufacturing	Abhijeet K. Digalwar, Ashok R. Tagalpallewar and Vivek K. Sunnapwar (2013) and Sunil Luthra *et al.* (2013)
12	Green Innovation	(Ninlawan *et al.,* 2010), Ching-Hsun Chang and Ching-Hsun Chang (2013)

Sr. No.	Element's Name	Authors/Year
13	Reverse Logistic	Breno Nunes and David Bennett (2010) and De Brito (2003)
14	Green Warehouse	David M. Harrison and Michel J Seiler (2011)
Green Investment/Finance		
15	Investment in Environmental issues	Luc Eyraud *et al.*, and 2011, Tuerk, A (2010)
16	Investment in Green R&D	Luc Eyraud (2011)
17	Sustainable Attitude of the Company	Neeraj Pandey and Shrey kaushik(2012) and IFC(2013)
18	Good Energy Management	Molley (2007)and A-4S- Report –Future (2014)
19	Good Performance Measurement	Gill Mandip, 2011 and Beard and Rees (2000)
Green HRM		
19	Green Work place	Saba Jafri (2012), Beard and Rees (2000),
20	Green Process	Johnson and Walck (2004)
21	Green Workforce	C. M. Mathapati (2013)
22	Green Intellectual Capital	Chen (2008) and Chung-Chu Liu (2010)
23	Green Governance	Saba Jafri (2012)
24	Reward and Compensation Management	Ravi Sharan Prasad (2013) and Saba Jafri (2012)

Table 2
Green Brand Equity and Authors

Sr. No.	Element's name	Authors/Year
1	Green Trust	Hart and Saunders (1997) and Gefen and Straub (2004)
2	Green Brand Satisfaction	Mai and Ness (1999) and Paulssen and Birk (2007)
3	Perceived Quality	Sweeney *et al.* (1999) and Parasuraman *et al.* (1985)
4	Green Brand Image	Cretu and Brodie, (2007), Keller, (1993) and Park *et al.* (1986)

3. FACE VALIDITY OF THE SCALE

As the name itself suggests the face validity of a questionnaire is its appearance with regard to its purpose. This in a sense clarifies whether at face value; the questions appear to be measuring the construct. It is subjective but systematic assessment of the content to which a scale measures a construct (Malhotra, 2010). The face validity of the questionnaire was performed with the help of Delphi method. In the Delphi method, experts are identified and asked to respond to questionnaire and based on their suggestions the questionnaire was further modified. The following modifications were made and the version 2 of the questionnaire was prepared.

1) In the educational qualification details, it was suggested by 6 experts out of 10 that the order should be reversed.

2) From the Green marketing, it was suggested that following three elements should be removed (70%).

   • Environmental Competitive Advantage

   • Environmental Consciousness

- Customer Satisfaction

3) In the Green SCM elements one expert has suggested that Green Warehousing should also be included.

4) For the Green Investment, it was suggested that following 2 elements should be dropped (80%).

   - Sustainable attitude of the company
   - Green Performance Management

5) In the Green HRM, the HR expert has suggested that Excellent Rewards and Compensation be changed to Adequate Rewards and Compensation for following green practices and processes in the organization.

6) 80% experts have suggested that the Brand Loyalty based questions should come immediately after green perceived quality questions, so the suggestions were incorporated.

7) The reverse order of the questions (negative statements) has confused the experts and 90% suggested that only positive statements are to be considered.

   Based on the face validity of the scale, the version 2 of the questionnaire is framed.

4. CONTENT VALIDITY AND RELIABILITY OF THE SCALE

If the content of a questionnaire adequately represents the universe of all relevant items under study, it is said to be content valid (Cooper & Schindler, 2006). It includes observing all the items in the scale to ascertain that the questionnaire addresses the overall topic. The common methods to evaluate content validity are judgment and evaluation by panel of experts to check the *content validity ratio (CVR)*. To ascertain the content validity of the questionnaire, the test items in the questionnaire are rated by panel of experts as *essential*, *useful but not essential* or *not necessary*. The responses on each item from all the panellists are evaluated by calculating their CVR (Lawshe, 1975) and then the *content validity index (CVI)* of the entire scale is calculated as the average content validity ratio and it represents the content validity of the whole instrument.

Table 3
Content Validity of the scale

Sr. No.	Parameters	CVR
1	Green Products	1
2	Eco Labelling	0.590909
3	Green Packaging	0.818182
4	Green Promotions	0.727273
5	Green Pricing (Premium/High Pricing)	0.454545
6	Eco Friendly Innovations in Processes	1

contd. table 3

7	Green ways of Manufacturing	1
8	Green Procurement	0.772727
9	Green Distribution	0.636364
10	Green Warehousing	0.636364
11	Reverse Logistics (Reduce, Reuse and Recycle)	1
12	Investment in the environmental issues	1
13	Investment in R&D	0.818182
14	Efficient energy management practices	0.545455
15	Green Intellectual capital	0.545455
16	Green Governance and Transparent Systems	1
17	CSR Practices of the Organization	0.818182
18	Greening the workplace	0.363636
19	Adequate Reward and Compensation for green practices and process in the organization	0.818182
20	It has a long history	0.318182
21	It has a differentiated image from other brands	0.909091
22	The use of this brand enhances my own image	0.590909
23	It is luxurious and comfortable	1
24	This Brand's Products are made of recyclable materials	0.818182
25	The staff members of this Green Car Company are courteous.	0.909091
26	The Brand is associated with protecting the environment	0.363636
27	The brand makes my life more about protecting the environment	0.454545
28	I am happy about the decision to choose this brand because of its environmental commitments	1
29	I believe that it is a right thing to purchase this brand because of its environmental performance	0.954545
30	Overall, I am glad to buy this brand because it is environmental friendly	1
31	Overall, I am satisfied with this brand because of its environmental concern.	0.727273
32	I feel that this brand's environmental reputation is generally reliable.	1
33	I feel that this brand's environmental performance is generally dependable.	1
34	I feel that this brand's environmental claims are generally trustworthy.	0.681818
35	This brand's environmental concern meets my expectations.	0.681818
36	This brand keeps promises and commitments for environmental protection.	0.772727
37	This brand is undoubtedly the best quality in the marketplace	0.727273
38	I can always trust on this brand if I want a product of high quality	1
39	The quality of this brand is very effective	0.681818
40	The quality of this brand is very stable	0.772727
41	This brand offers products with excellent features	0.727273
42	I always buy this brand	0.5
43	I consider myself to be loyal to this brand	0.5
44	If I were asked for a recommendation, I would suggest buying this brand	0.681818
45	this brand will be my first choice	0.772727
46	I will defer my purchase if this brand is not available	0.727273
47	It makes sense to buy this brand instead of any other brand, even if they are the same in quality and / or price	0.5
48	Even if another brand has the same features as this brand, I would prefer to buy this brand	0.5
49	If there is another brand as good as this brand, I prefer to buy this brand	0.5
50	If another brand is not different from this brand in any way, it seems smarter to purchase this brand	0.5
Sum of all CVRs		36.818182
Content Validity Index (Sum of all CVRs/ No. of Items)		0.7636364

The content validity in the present study was insured by taking experts opinion on all fifty items and retaining only those items having the content validity ratio equal to or more than 0.29 much more than the minimum acceptable value of 0.29 for forty experts at 5% level of significance (Lawshe, 1975). The content validity index for the whole instrument was found to be 0.76 which is well within acceptable limit. Most of the test items were extracted from the existing literature hence the content validity has been well established.

4.1. Reliability of the Scale

The reliability of the scale is ascertained with the help of Cronbach alpha and split half test of the reliability using SPSS 20.0. The result for both the tests is presented below in the tabular form;

Scale: ALL VARIABLE

Case Processing Summary

		N	%
Cases	Valid	44	100.0
	Excluded[a]	0	.0
	Total	44	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.965	50

Reliability Statistics

Cronbach's Alpha	Part 1	Value	.935
		N of Items	25[a]
	Part 2	Value	.946
		N of Items	25[b]
	Total N of Items	50	
Correlation Between Forms			.797
Spearman-Brown Coefficient	Equal Length		.887
	Unequal Length		.887
Guttman Split-Half Coefficient			.865

a. The items are: GM1, GM2, GM3, GM4, GM5, GSCM1, GSCM2, GSCM3, GSCM4, GSCM5, GSCM6, GI1, GI2, GI3, GHRM1, GHRM2, GHRM3, GHRM4, GHRM5, GBI1, GBI2, GBI3, GBI4, GBI5, GBI6.
b. The items are: GBI7, GBI8, GBS1, GBS2, GBS3, GBS4, GT1, GT2, GT3, GT4, GT5, GPQ1, GPQ2, GPQ3, GPQ4, GPQ5, LY1, LY2, LY3, LY4, LY5, BE1, BE2, BE3, BE4.

Cronbach's alpha is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component.

Cut-off Criteria : By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale. **Since the Cronbach's alpha for the present scale is 0.965, it is considered the scale is reliable.**

Split-half reliability, which measures equivalence, is also called parallel forms reliability or internal consistency reliability. It is administering two equivalent batteries of items measuring the same thing in the same instrument to the same people. If split halves are requested in SPSS, four coefficients will be generated: Cronbach's alpha for each form, the Spearman-Brown coefficient, the Guttman split-half coeffcient, and the Pearsonian correlation between the two forms (aka, "half-test reliability").

Spearman-Brown split-half reliability coefficient, also called the Spearman-Brown prophecy coefficient and not to be confused with the Spearman-Brown stepped-up reliability coefficient (standardized item alpha) above, is a form of split-halves reliability measure. The Spearman-Brown prophecy coefficient is used to estimate full test reliability based on split-half reliability measures. A common rule of thumb is .80 or high for adequate reliability and .90 or higher for good reliability. **Spearman-Brown coefficient for both halves is 0.865, the scale is considered reliable.**

5. CONCLUSION

In this paper the researchers have identified a wide range of literature on green business functions such as Green Marketing, Green HRM, Green Finance and Green SCM. Not only that the paper also discusses the different factors which are related to Green Brand Equity like Green Brand Image, Green Satisfaction, Green Trust and Green Perceived Quality and considers that the output of Green Brand Equity may enhance Purchase Intention, Brand Preference and Green Price Premium.

This study has summarised different green business functions and green brand equity in to a new managerial framework. It is observed that organizations try to exploit different green business functions in their business strategy to position their brand in order to obtain new differentiation advantage in ever changing markets. The idea of green branding can become an innovative way of associating and creating Green Brand Equity. Therefore this study proposes the scale which is reliable and valid as well to study the impact of Green Business Functions on Green Brand Equity.

6. MANAGERIAL IMPLICATIONS

Organizations are the main cause of environmental problems; they should therefore play large part in addressing environmental issues (Bebbington, 2001). Achieving alignment between Business Strategies, Green Business Function and Green Brand Equity requires a classy understanding of the alternatives strategic path that environmental sustainable businesses can pursue.

Some of the benefits that organizations can attain as a result of Green Business Function it may lead to Green Brand Image and which in turn may lead to Green Perceived Quality, Green Satisfaction and Green Trust. They in total, then may lead to Green Brand Loyalty and this helps in creating Green Brand Equity and finally, Green Brand Equity may generate a price premium, purchase intention and brand preference.

Consequently, there is now a very wide range of green business function or green practices are introduced by different organizations. Management scholars from areas as diverse as marketing, accounting and SCM are analyzing how managerial practices in these areas can contribute to environmental management goals (Susan E. Jackson, 2011). It is clear that there is a clear need for developing a CONCEPTUAL MODEL combining Green Business Functions and Green Brand Equity.

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