

“Exploring the impact of internal marketing practices on the commitment to “green” intellectual capital”

AUTHORS	Christina Arfara Irene Samanta  
ARTICLE INFO	Christina Arfara and Irene Samanta (2023). Exploring the impact of internal marketing practices on the commitment to “green” intellectual capital. <i>Innovative Marketing</i> , 19(2), 198-210. doi: 10.21511/im.19(2).2023.16
DOI	http://dx.doi.org/10.21511/im.19(2).2023.16
RELEASED ON	Friday, 02 June 2023
RECEIVED ON	Thursday, 26 January 2023
ACCEPTED ON	Thursday, 18 May 2023
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Innovative Marketing "
ISSN PRINT	1814-2427
ISSN ONLINE	1816-6326
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

73



NUMBER OF FIGURES

0



NUMBER OF TABLES

4

© The author(s) 2023. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 26th of January, 2023
Accepted on: 18th of May, 2023
Published on: 2nd of June, 2023

© Christina Arfara,
Irene Samanta, 2023

Christina Arfara, Ph.D. Candidate,
Department of Business
Administration, University of West
Attica, Greece. (Corresponding author)

Irene Samanta, Dr., Professor,
Department of Business
Administration, University of West
Attica, Greece.



This is an Open Access article,
distributed under the terms of the
[Creative Commons Attribution 4.0
International license](https://creativecommons.org/licenses/by/4.0/), which permits
unrestricted re-use, distribution, and
reproduction in any medium, provided
the original work is properly cited.

Conflict of interest statement:
Author(s) reported no conflict of interest

Christina Arfara (Greece), Irene Samanta (Greece)

EXPLORING THE IMPACT OF INTERNAL MARKETING PRACTICES ON THE COMMITMENT TO "GREEN" INTELLECTUAL CAPITAL

Abstract

The purpose of this study is to explore how internal marketing practices affect the commitment of organizations' "green" intellectual capital. It examines the relationship between internal marketing practices and the commitment to its "green" intellectual capital's components: human, relational, and structural. Moreover, it investigates to what extent internal marketing practices are applied to strategic, operational, and implementation levels, affecting "green" intellectual capital commitment. A 27-item questionnaire was used to collect quantitative data. Six hundred nine employees from large companies operating in various business sectors in Greece participated in a survey from July to November 2020. The findings documented a strong impact of internal marketing practices (90.5%) on the commitment to "green" intellectual capital. Internal marketing practices applied at operational levels have the most substantial effect on the commitment of "green" intellectual capital ($t = 17.387$), while practices at implementation levels are not significant ($t = 3.668$). The results also indicated that internal marketing practices applied at strategic levels significantly influence the commitment to "green" intellectual capital ($t = 15.747$). Finally, the study discusses the theoretical and managerial contributions.

Keywords

internal marketing, green intellectual capital, operational level, Greek companies, human resources, strategic partners, environmental knowledge

JEL Classification

M12, M31, M53

INTRODUCTION

Organisations explore novel approaches in order to reach their non financial objectives. They follow a focused strategy which efficiently exploit the available resources and capitalize the benefits of their intangible assets. In this context internal marketing has aroused researchers' interest in exploring its relationship between business performance.

Cătălin et al. (2014) highlight internal marketing as an overall management process and correlate it with strategic human resource management (HRM), customer value creation, and improved external relationships, indicating at the same time the critical role of organizational culture and leadership style. Other researchers have documented that training (Owoyemi et al., 2011), work empowerment (Liu et al., 2007), different types of communications (Wang, 2011), leadership (Saleem et al., 2019), and work climate (Snow, 2002) influence the enhancement of employees' commitment. Mubarik et al. (2016) correlated commitment, satisfaction, and trust in relational capital with customer attitudes and loyalty. Furthermore, Prajogo et al. (2021) documented the crucial role of strategic collaborations based on com-

mitment and trust. Aramburu and Sáenz (2011), Kamaluddin and Rahman (2009), and Wang et al. (2014) defined structural capital through technology investment, processes, and procedures, along with relational capital, as the strongest key factors to achieve sustained competitive advantage. Additionally, firms' green transition is more imperative than ever due to worldwide energy crises. Companies are called to address this challenge by transforming into resource-efficient organizations.

Although extensive research has been carried out on internal marketing and organizational commitment through human, relational, and structural lenses, little research has thus far examined the relationship between marketing and intellectual capital (Hilal, 2020; Madhavaram & Hunt, 2017; Penalba-Aguirrezabalaga et al., 2020; Samanta & Arfara, 2021). Moreover, no research appears to have addressed how internal marketing affects commitment to "green" intellectual capital.

1. LITERATURE REVIEW AND HYPOTHESES

The concept of internal marketing has evolved and today integrates the management of other resources, such as human capital, loyal customers, and relationship marketing, to achieve better organizational outcomes (Huang & Rundle-Thiele, 2015). Sinčić and Vokić (2007) provide a more holistic approach, relating internal marketing to HRM practices, external marketing objectives, and satisfied external customers. It is argued that it is a source of competitive advantage, thus highlighting its vital role.

Bailey et al. (2016), Mainardes et al. (2019), and Joung et al. (2015) further examined the concept of internal marketing. They concluded with a refined classification of internal marketing practices to better understand this concept. These practices at the strategic level are related to the targeted internal awareness of the organization's vision and mission for all employees to be aware of key priorities. They also highlight the organization's supportive behavior and the development of engaged employees through rewarding their proposals for improvement.

According to Grönroos (1985 cited in Bannon, 2005), internal marketing combines practices and tools distinguished at operational versus implementation levels. At the operational level, practices are related to adopting a supportive management style; promoting an open culture that supports communication, collaboration, honesty, trust, and integrity; encouraging new ideas to improve service levels internally and externally; and setting standards and designing processes to monitor performance. Moreover, they include continuous monitoring of

effectiveness to make corrective or reassessment actions and continuous training to improve service levels in an environmental-friendly way.

At the implementation level, practices include training programs; formal communication that enhances internal marketing activities (e.g., internal information notes or e-mails); developing informal, interactive communication channels; and conducting internal marketing research to identify malfunctions. In addition, there is feedback on the effectiveness of internal marketing practices; eliciting new ideas from teams; and rotating jobs wherever possible to help employees understand the big picture of a firm.

Chen (2008a) suggested integrating corporate environmental management and intellectual capital management, thus proposing the construct of "green" intellectual capital. The study classified the "green" intellectual capital into "green" human capital, "green" relational capital, and "green" structural capital.

HRM is considered a fundamental function of an organization, as through its functions, the organization can be transformed (Singh & El-Kassar, 2019; C. J. C. Jabbour & A. B. L. Jabbour, 2016; Masri & Jaaron, 2017; Renwick et al., 2013; Yong et al., 2020). The concept of green HRM now integrates traditional practices oriented to the sustainable exploitation of resources and the promotion of environmental awareness (Chen, 2008a). It aims to create a "green" workforce by encouraging initiatives that promote environmental knowledge (Chen, 2008a). Through attracting and retaining talented employees with environmental knowledge and their continuous "green" training, the sustainable management of people, pro-

cesses, and products/services is achieved (Singh & El-Kassar, 2019; C. J. C. Jabbour & A. B. L. Jabbour, 2016; Masri & Jaaron, 2017).

Paauwe and Boselie (2005), Renwick et al. (2013), and Schuler and Jackson (2014) confirm the close link between “green” practices of HRM and environmental management. The importance of “green” human capital management practices was emphasized by Yusoff et al. (2019), considering them as strategic tools to enhance environmental performance and, by extension, economic performance. Hamadamin and Atan (2019) and Shoaib et al. (2021) documented the relationship between strategic HRM and employees’ commitment. Joung et al. (2015) also documented the relationship between two internal marketing practices – development and reward – with organizational commitment. Kim et al. (2016) highlight the positive relationship between employees’ perceptions of internal marketing with organizational commitment.

Internal marketing relies on the human assets of an organization in order to deliver higher organizational performance by satisfying employees (Kanyurhi et al., 2016). Its mission is to create job products that meet multilevel employees’ needs. The basis for creating strong bonds between employees and a company is satisfying the wants of employees since they receive recognition and consider themselves part of it. Relationships of mutual trust are developed, employees undertake roles and take the initiative beyond their job description, and they experience positive emotions, and consequently, customers perceive a generally positive attitude. Hence, this study proposed the concept of “green” human capital commitment to explore the relationship between internal marketing practices and the commitment to “green” intellectual capital.

According to Athanasopoulou (2009), Chen (2008a, 2010), and Wu et al. (2018), customers are an essential part of organizations, and their behavior is constantly under observation and investigation. Accounting for environmental concerns impacting customers’ attitudes, organizations are called to fulfill the “green” needs of the market through constantly renewing processes oriented to serve consumers’ needs better (Chen, 2010; Brunner et al., 2008). Athanasopoulou (2009), Chen (2010), and Wu et al. (2018) have positively correlated “green”

trust and “green” satisfaction with “green” loyalty and environmental consciousness. Chen (2008a) highlights the relationship between a company’s interaction with customers and corporate environmental management, while Awan et al. (2015) and Park and Tran (2018) documented the relationship between internal marketing and customer loyalty.

Companies focus on developing their partnership network, which they consider an asset (Arfara & Samanta, 2020, 2022; Syahchari et al., 2016). The reinforcement of networks in terms of a better allocation of resources, knowledge exchange, and problem-solving is thought to promote the development of sustainable environmental practices (Collins & Hitt, 2006; Matinaro et al., 2019). According to Chen (2008a), “green” relational capital embeds, among others, the corporate environmental management between firms and partners, while Dickel et al. (2018) highlight the significance of long-term “green” collaborations that facilitate the exchange of environmental awareness among partners and enhance the reputation of the organization (Yadiati et al., 2019). In the same vein, Chang et al. (2022) documented the importance of “green” relational capability on entrepreneurial opportunity recognition. According to this model, companies develop partnerships with key external partners to integrate sustainable management practices. Therefore, the concept of “green” relational capital commitment facilitated examining the relationship between internal marketing practices and the commitment to “green” intellectual capital.

Chen (2008a) addressed the research gap between structural capital and environmental management by defining “green” structural capital and documenting its positive effect on environmental management. Accordingly, “green” structural capital integrates “organizational commitment, knowledge management systems, reward systems, information technology systems, databases, managerial institution, operation processes, managerial philosophies, organizational culture, company images, patents, copyrights, and trademark about environmental protection or green innovation within a company can help companies obtain competitive advantages” (Chen, 2008a, p. 275). Amores-Salvadó et al. (2021) claimed the importance of integrating environmental technologies into a company’s

structural capital, as it enhances its capability to efficiently manage environmental knowledge and challenges. Finally, management systems that support the protection of the environment increase organizations' capability to respond faster and more accurately. Integrating new technologies makes organizations agile through bolstered technological capabilities that effectively address challenges (Lu & Ramamurthy, 2011).

Kamaluddin and Rahman (2009) highlighted the investment enhancement in structural capital as a key factor in achieving high performance and competitive advantage. Therefore, based on the continuous investment in "green" structural capital, the concept of "green" structural capital commitment is developed in order to further examine the relationship between internal marketing practices and "green" structural capital commitment.

Specific correlations between internal marketing and intellectual capital have been tested in the literature. For example, Hilal (2020) argued that two internal marketing practices – rewards and development – positively affect employees' commitment through job satisfaction. Penalba-Aguirrezabalaga et al. (2020) examined intellectual capital from a knowledge-resource perspective. In a similar direction, Madhavaram and Hunt (2017) focused on B2B services and discovered correlations between the components of intellectual capital and enhanced performance based on organizational knowledge.

Even though internal marketing is recognized as a key strategic concept due to its relationship with other constructs (Snell & White, 2009), according to Qiu et al. (2022), internal marketing has not specified the practices that are most effective and powerful through the dual lenses of organizational performance and employees' behavior.

Therefore, the examination of the relationship between internal marketing practices and the commitment to "green" intellectual capital dimensions (human, relational, structural) is based on the following research hypotheses:

H1: Internal marketing practices related to the management of "green" human capital affect employees' commitment.

H2: Internal marketing practices affect "green" customer commitment.

H3: Internal marketing practices are related to long-term "green" key partnership relationships.

H4: Internal marketing practices affect the environmental capability of an organization through "green" management systems.

2. METHODOLOGY

The questionnaire used in this study was inspired by the literature review related to internal marketing and the dimensions of "green" intellectual capital (Al-Weshah, 2019; Chen, 2008a; Hamadamin & Atan, 2019; Lu & Ramamurthy, 2011; Shiu & Yu, 2010; Tortosa-Edo et al., 2015; Joung et al., 2015). The questionnaire includes 27 items, and it consists of five sections assessing 1) internal marketing practices, 2) human capital, 3) relational capital, 4) structural capital, and 5) socio-demographic information. The study used previously employed and validated scales, including:

- a 12-item internal marketing scale based on a measure developed by Joung et al. (2015);
- a human capital scale (4 items) was developed according to Bailey et al. (2016), Foreman and Money (1995), Tortosa et al. (2009), and Tetteh et al. (2019);
- a relational capital scale (8 items) was based on the scales by Bailey et al. (2016), Chang and Chen (2012), Joung et al. (2015), Tortosa et al. (2008), Wang (2019), and Arfara and Samanta (2022); and
- a structural capital scale (3 items) was formulated based on scales in Arnett et al. (2002), Bailey et al. (2016), Foreman and Money (1995), and Huang and Kung (2011).

Items on the composite questionnaire were responded to using a 5-point Likert scale, and a pilot test was conducted to check the necessity for further improvement. The internal consistency of the measure-

ment was tested with a Cronbach’s alpha coefficient, which was calculated to be 0.957, thus indicating a high internal consistency of the questionnaire.

Data collection was conducted with employees working for large companies (i.e., $N > 250$ employees) operating in various business sectors in Greece. All responses were collected in 2020 from July to November. A total of 609 respondents out of approximately 5,600 potential respondents participated, indicating an acceptable response rate of 10.87%.

Data were statistically analyzed using SPSS (version 17.0) and, excepting descriptive statistics, the scale was subjected to confirmatory factor analysis (CFA), and the hypotheses were tested via SPSS statistical software. A chi-squared test was used for testing the hypotheses, while the rela-

tionship between the dependent and independent variables was examined by employing a multiple regression analysis (MRA).

3. RESULTS

47.1% of respondents ($n = 287$) were female versus 52.9% ($n = 322$) male. The predominant age group of participants was 41 to 54 years old ($n = 254, 41.4%$). 50.6% of the respondents held a university degree, while 43.7% were post-graduates. Data were collected across various job positions, including 59.8% employees, followed by managers (33.3%) and executives (6.9%). Almost half of the respondents (57%) reported significant working experience – over ten years – and 21.5% had worked for five to ten years. Factor loadings strongly supported the variables (0.683–0.930),

Table 1. Factor loadings

Concepts	Items	Factor loadings
Internal marketing	1. The briefing of recruits regarding their desired “green” behavior is done by specific individuals – mentors.	.518
	2. Managers support employees in achieving the company’s environmental goals.	.586
	3. Managers try to discover employees’ views on the “green” way they work.	.661
	4. The company has adopted a reward system in the context of achieving environmental objectives based on the recognition of their contribution.	.627
	5. The internal communication channels are critical to me.	.770
	6. The organization reinforces learning processes.	.709
	7. I am particularly pleased that it is complicated for the competitors to imitate us.	.564
	8. I sincerely appreciate that there is information about the company’s position and objectives.	.670
	9. My company communicates the importance of the service level in every way.	.621
	10. My company invests in the development of employee environmental skills.	.675
	11. My company offers an appropriate working environment and ensures the well-being of employees and their families.	.706
	12. I feel like my company cares about the environment.	.761
Green human capital	13. Managers are interested in discovering employees’ environmental needs.	.750
	14. I feel that my work is valuable.	.604
	15. I intend to spend the rest of my working life with this company.	.549
	16. The continuous process of developing new skills is critical to me.	.720
Green relational capital	17. My company encourages me to take the initiative to improve service levels in an environmental-friendly way.	.695
	18. My training aims to satisfy the environmental needs of customers.	.680
	19. My company implements training programs to enhance environmental-friendly behavior.	.705
	20. My company is constantly improving its environmentally friendly products/services.	.710
	21. The company redesigns products or services to meet the environmental criteria of society and the business world.	.738
	22. My company has stable relationships with strategic partners who meet environmental standards.	.748
	23. The company invests in long-term relationships with its suppliers who demonstrate environmental consciousness.	.661
	24. The company invests in long-term relationships with its strategic partners who demonstrate environmental consciousness.	.681
Green structural capital	25. Operational processes related to the protection of the environment operate regularly.	.777
	26. The company’s knowledge management system facilitates the flow of environmental knowledge.	.624
	27. Information about positive experiences of employees is constantly exchanged.	.553

and the Kaiser-Meyer-Olkin value (0.839) was considered acceptable (over 0.50) for examining the strength of the partial correlations between variables (Table 1).

A chi-squared test was used to assess the hypotheses, while MRA was applied to examine the relationship between the dependent and independent variables. Table 2 summarizes Pearson chi-squared test results. All the hypotheses were supported as the p-values appearing in the “Asymptotic significance (2-sided)” column (.000) are statistically significant. The variables were strongly associated with one another.

Organizations that truly care about employees’ needs, that try to discover what they want and reward them, receive desired behaviors (Singh & El-Kassar, 2019; C. J. C. Jabbour & A. B. L. Jabbour, 2016). Employees feel important and appreciate the organization’s efforts at continuous improvement/development of environmental skills, thus enhancing their desire to remain in the company (Hamadamin & Atan, 2019; Shoaib et al., 2021).

Internal marketing practices around improved products or services affect “green” consumer behavior (Athanasopoulou, 2009; Chen, 2010). Organizations can redesign processes, products, and services, invest in developing employee environmental capabilities, and build long-term relationships with external partners who meet consumers’ environmental needs. Organizations often try to establish long-term relationships with strategic partners who share common environmental values (Arfara & Samanta, 2020; Awan et al., 2015; Chen, 2008a; Park & Tran, 2018; Wu et al., 2018).

Data analysis found that “green” management systems were strongly related to the environmental adaptability of organizations in the sample. In particular, “green” management systems that accumulate and share environmental knowledge and experience facilitate the adaptability of organizations to an updated business reality (Amores-Salvadó et al., 2021; Chen, 2008a; Lu & Ramamurthy, 2011).

Based on the literature review (Bailey et al., 2016; Mainardes et al., 2019; Joung et al., 2015), the

Table 2. Examination of hypotheses

Items	Pearson chi-squared tests	Asymp. sig. (2-sided)
H1: Internal marketing practices related to the management of “green” human capital affect employees’ commitment		
13. Managers are interested in discovering employees’ environmental needs.	174,276	.000
4. The company has adopted a reward system in the context of achieving environmental objectives based on the recognition of their contribution.	95,425	.000
14. I feel that my work is valuable.	601,023	.000
15. I intend to spend the rest of my working life with this company.	257,000	.000
16. The continuous process of developing new skills is critical to me.	717,907	.000
H2: Internal marketing practices affect “green” customer commitment		
17. My company encourages me to take the initiative to improve the service level in an environmental-friendly way	344,046	.000
18. My training aims to satisfy the environmental needs of customers.	568,529	.000
19. My company implements training programs to enhance environmental-friendly behavior.	268,172	.000
20. My company is constantly improving its environmentally friendly products/services.	245,885	.000
21. My company redesigns products or services to meet environmental criteria.	404,391	.000
H3: Internal marketing practices are related to long-term “green” key partnership relationships		
22. My company has stable relationships with strategic partners who meet environmental standards.	324,736	.000
23. The company invests in long-term relationships with its suppliers who demonstrate environmental consciousness.	314,276	.000
24. The company invests in long-term relationships with its strategic partners who demonstrate environmental consciousness.	249,395	.000
H4: Internal marketing practices affect the environmental capability of the organization through “green” management systems		
25. Operational processes related to the protection of the environment operate regularly.	284,506	.000
26. The company’s knowledge management system facilitates the flow of environmental knowledge.	166,353	.000
27. Information on the positive experiences of employees is constantly exchanged.	115,540	.000

items that referred to a company’s internal marketing practices were examined by level per below, using MRA:

- Strategic level items included the following: “The briefing of recruits regarding their desired ‘green’ behavior is done by specific individuals – mentors.” “The company has adopted a reward system in the context of achieving environmental objectives based on the recognition of their contribution.” “I am particularly pleased that it is complicated for the competitors to imitate us.” And “I feel like my company cares about the environment.”
- Operational level items included the following: “The organization reinforces learning processes.” “My company communicates the importance of the service level in every way.” “My company invests in the development of environmental employee skills.” And “My company offers an appropriate working environment and ensures the well-being of employees and their families.”
- Implementation level items included the following: “Managers support employees to achieve the company’s environmental goals.” “Managers try to discover employees’ views on

the ‘green’ way they work.” “The internal communication channels are critical to me.” And “I sincerely appreciate that there is information about the company’s position and objectives.”

The testing of the proposed model resulted in the finding of a significantly high impact of internal marketing practices (90.5%, $R^2 = 0.905$) on the commitment to “green” intellectual capital. Table 3 indicates the well-fitting multiple regression model (Sig. = 0.00, $F = 1721,878$), and combined with the R^2 value, reliable results were obtainable. *B* values of coefficients^a (Table 4) classify the independent variables, while *t* values and significance (“Sig.”) record statically strong relationships between the dependent and independent variables.

Internal marketing practices implemented at the operational level (17.87) significantly influence the commitment of intellectual capital, followed by practices implemented at the strategic level (15.747). Internal marketing practices at the implementation level do not make a significant practical contribution (3.668). These findings are in alignment with Madhavaram and Hunt (2017), Penalba-Aguirrezabalaga et al. (2020), and Samanta and Arfara (2021), who specify a relationship between internal marketing practices and organizational commitment.

Table 3. Multiple regression model fit

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.951 ^a	.905	.905	.27635		
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	394,497	3	131,499	1721,878	.000 ^a
	Residual	41,392	542	.076		
	Total	435,890	545			

Note: a: predictors.

Table 4. Statistical significance of the independent variables

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(constant)	-.177	.061		-2.917	.004
	Strategic level	.544	.035	.469	15.747	.000
	Operational level	.609	.035	.594	17.387	.000
	Implementation level	-.101	.028	-.098	-3.668	.000

Note: a: dependent variable.

4. DISCUSSION

The research findings document a strong relationship between internal marketing practices and the three dimensions of “green” intellectual capital commitment. Internal marketing practices that focus on an employee’s environmental knowledge, development of relevant skills, and reward system for achieving corporate environmental goals enhance the bond between a company’s “green” human capital and the organizational and therefore the capital commitment. These findings align with Al-Weshah (2019), Bermúdez-González et al. (2016), Davis and Rothstein (2006), Hassan et al. (2014), Joung et al. (2015), Mainardes et al. (2019), Sanchez-Hernandez and Grayson (2012), Schulz et al. (2017), and Tortosa-Edo et al. (2015) that underline the relationship between internal marketing practices and organizational commitment through job satisfaction. In addition, these results support the findings of Hamadamin and Atan (2019), Hilal (2020), Samanta and Arfara (2021), and Shoaib et al. (2021), who documented a relationship between “green” strategic HRM and employees’ commitment.

The relationship between internal marketing practices and “green” relational capital referring to customers and strategic partners was also documented in this study with a strong association. By strengthening the environmental awareness of employees through training programs via internal marketing and the redesign or improvement of products and processes, customers experience positive emotions (Shiu & Yu, 2010; Tortosa-Edo et al., 2015; van Hagen & Bron, 2014) that embedded “green” choices. The results confirm Athanasopoulou (2009), Brunner et al. (2008), Chen (2008a, 2010), and Wu et al. (2018), who link the intention to purchase “green” products with the positive environmental behavior of organizations. The perception of stable values establishes a relationship of trust between businesses and customers. Strategic partners are also a key factor for organizations, as their selection is based on a company’s environmental values that meet the “green” criteria set by the organization, thus facilitating the implementation of strategic goals (Arfara & Samanta, 2020).

Referring to the effects of internal marketing practices on structural capital, the developed model highlights the significance of “green” management systems and their impact on an organization’s environmental adaptability. Environmental knowledge management systems facilitate the accumulation and sharing of knowledge and perceptions consistently, such that employees are aware of the positive experiences of their colleagues. Moreover, important information is extracted from these systems regarding the outcome and operation of the relevant practices, thus enabling early interventions for improvement and clearly demonstrating an organization’s agility. The findings support Amores-Salvadó et al. (2021), Chen (2008a), and Lu and Ramamurthy (2011), who found correlations between the adoption of new suitable technologies with organizational agility since new suitable technologies facilitate fast and reliable ways to complete tasks. In particular, the proposed model enriches the existing theory and strongly supports the predominant character of internal marketing practices.

The theoretical value of this study lies in the extension of the existing theory of internal marketing, focusing on the categorization of its practices at three levels: strategic, organizational, and implementation (Arfara & Samanta, 2022). These findings introduce a significant new angle on the topic, namely, that internal marketing practices should be considered by implementation level, whether strategic, operational, or implementation since it is documented that not all practices affect the strategic goals of the organizations in the same way and with the same intensity. Organizations defining their goals should pay special attention to those practices of internal marketing that deliver the greatest impact.

From a managerial perspective, executives are aware of how and to what extent internal marketing practices developed at strategic, operational, and implementation levels can affect the achievement of objectives. Managers can develop aligned critical practices and monitor their implementation progress.

CONCLUSION

This study examines the relationship between internal marketing practices and “green” intellectual capital by introducing the concept of “green” intellectual capital commitment. The findings indicate that internal marketing practices significantly affect the three dimensions of “green” intellectual capital. When organizations integrate environmental initiatives in HRM strategies, the commitment to “green” human capital is enhanced. It was also found that long-term key partnership relationships and the continuous effort to satisfy customers’ environmental needs are integral to achieving the commitment to “green” relational capital. The results also highlight “green” management systems as a critical driver since they contribute to the increased environmental capability of a company.

The paper provides a theoretical and managerial contribution. It is documented that internal marketing practices, applied at different implementation levels, affect the commitment of “green” intellectual capital in different ways and intensities. Internal marketing practices implemented at the operational level strongly influence the commitment to “green” intellectual capital, closely followed by practices implemented at the strategic level. This finding is critical for managers since it provides effective combinations of internal marketing practices to determine the most appropriate.

The presented framework advances the comprehension of how internal marketing practices can act as a strategic tool in achieving “green” intellectual capital commitment, and it responds to the growing need for a company to increase the commitment to its “green” intellectual capital.

AUTHOR CONTRIBUTIONS

Conceptualization: Christina Arfara, Irene Samanta.

Data curation: Christina Arfara, Irene Samanta.

Formal analysis: Christina Arfara, Irene Samanta.

Funding acquisition: Irene Samanta.

Investigation: Christina Arfara, Irene Samanta.

Methodology: Christina Arfara, Irene Samanta.

Project administration: Christina Arfara, Irene Samanta.

Resources: Christina Arfara.

Validation: Christina Arfara, Irene Samanta.

Writing – original draft: Christina Arfara, Irene Samanta.

Writing – review & editing: Christina Arfara, Irene Samanta.

ACKNOWLEDGMENT

This study has been funded by the University of West Attica / Special Account for Research Grants.

REFERENCES

1. Al-Weshah, G. A. (2019). Towards internal marketing practices in enhancing job engagement. Practical evidence from Jordanian hospitals. *International Journal of Pharmaceutical and Healthcare Marketing*, 13(1), 40-56. <http://doi.org/10.1108/IJPHM-11-2017-0063>
2. Amores-Salvadó, J., Cruz-González, J., Delgado-Verde, M., & González-Masip, J. (2021). Green technological distance and environmental strategies: The moderating role of green structural capital. *Journal of Intellectual Capital*, 22(5), 938-963. <https://doi.org/10.1108/JIC-06-2020-0217>
3. Aramburu, N., & Sáenz, J. (2011). Structural capital, innovation capability, and size effect: An empirical study. *Journal of Management & Organization*, 17(3), 307-325. <https://doi.org/10.5172/jmo.2011.17.3.307>

4. Arfara, C., & Samanta, I. (2020). The impact of green strategy on organisations' relational capital. *Management and Business Research Quarterly*, 15, 29-42. <https://doi.org/10.32038/mbrq.2020.15.03>
5. Arfara, C., & Samanta, I. (2022). The impact of internal marketing philosophy on a firm's strategic orientation. *Innovative Marketing*, 18(4), 48-61. [http://dx.doi.org/10.21511/im.18\(4\).2022.05](http://dx.doi.org/10.21511/im.18(4).2022.05)
6. Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *The Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 87-96. [https://doi.org/10.1016/S0010-8804\(02\)80035-0](https://doi.org/10.1016/S0010-8804(02)80035-0)
7. Athanasopoulou, P. (2009). Relational quality: A critical literature review and research agenda. *European Journal of Marketing*, 43(5/6), 583-610. <https://doi.org/10.1108/03090560910946945>
8. Awan, H. M., Siddiquei, A. N., Jabbar, A., Abrar, M., & Baig, S. A. (2015). Internal marketing and customer loyalty: A dyadic analysis. *Journal of Service Science and Management*, 8(2), 216-228. <https://doi.org/10.4236/jssm.2015.82024>
9. Bailey, A., Albassami, F., & Al-Meshal, S. (2016). The roles of employee job satisfaction and organizational commitment in the internal marketing-employee bank identification relationship. *International Journal of Bank Marketing*, 34(6), 821-840. <https://doi.org/10.1108/IJBM-06-2015-0097>
10. Bannon, P. D. (2005). *Internal marketing and political marketing*. United Kingdom: Paisley Business School, University of Paisley.
11. Bermúdez-González, G., Sasaki, I., & Tous-Zamora, D. (2016). Understanding the impact of internal marketing practices on both employees' and managers' organizational commitment in elderly care homes. *Journal of Service Theory and Practice*, 26(1), 28-49. <https://doi.org/10.1108/JSTP-09-2014-0216>
12. Brunner, T. A., Stöcklin, M., & Opwis, K. (2008). Satisfaction, image and loyalty: New versus experienced customers. *European Journal of Marketing*, 42(9/10), 1095-1105. <https://doi.org/10.1108/03090560810891163>
13. Cătălin, M. C., Andreea, P., & Adina, C. (2014). A holistic approach on internal marketing implementation. *Business Management Dynamics*, 3(11), 9-17. <https://doi.org/10.13140/2.1.1790.0163>
14. Chang, C. H., Shih, M. Y., & Peng, H. J. (2022). Enhancing entrepreneurial opportunity recognition: Relationships among green innovative capability, green relational capability, and co-innovation behavior. *Business Strategy and the Environment*, 31(4), 1358-1368. <https://doi.org/10.1002/bse.2959>
15. Chang, C.-H., & Chen, Y. S. (2012). The determinants of green intellectual capital. *Management Decision*, 50(1), 74-94. <https://doi.org/10.1108/00251741211194886>
16. Chen, Y. S. (2008a). The positive effect of green intellectual capital on competitive advantages of firms. *Journal of Business Ethics*, 77(3), 271-286. <https://doi.org/10.1007/s10551-006-9349-1>
17. Chen, Y. S. (2008b). The driver of green innovation and green image – Green core competence. *Journal of Business Ethics*, 81, 531-543. <https://doi.org/10.1007/s10551-007-9522-1>
18. Chen, Y. S. (2010). The drivers of green brand equity: Green brand image, green satisfaction, and green trust. *Journal of Business Ethics*, 93, 307-319. <https://doi.org/10.1007/s10551-009-0223-9>
19. Chou, D., & Chou, A. (2012). Awareness of green IT and its value model. *Computer Standards & Interfaces*, 34(5), 447-451. <https://doi.org/10.1016/j.csi.2012.03.001>
20. Collins, J. D., & Hitt, M. A. (2006). Leveraging tacit knowledge in alliances: The importance of using relational capabilities to build and leverage relational capital. *Journal of Engineering and Technology Management*, 23(3), 147- 167. <https://doi.org/10.1016/j.jengtecman.2006.06.007>
21. Davis, A. L., & Rothstein, H. R. (2006). The effects of the perceived behavioral integrity of managers on employee attitudes: A meta-analysis. *Journal of Business Ethics*, 67(4), 407-419. <https://doi.org/10.1007/s10551-006-9034-4>
22. Dickel, P., Hörisch, J., & Ritter, T. (2018). Networking for the environment: The impact of environmental orientation on start-ups' networking frequency and network size. *Journal of Cleaner Production*, 179, 308-316. <https://doi.org/10.1016/j.jclepro.2018.01.058>
23. Foreman, S. K., & Money, A. H. (1995). Internal marketing: Concepts, measurement and application. *Journal of Marketing Management*, 11(8), 755-768. <https://doi.org/10.1080/0267257X.1995.9964388>
24. Hamadamin, H. H., & Atan, T. (2019). The impact of strategic human resource management practices on competitive advantage sustainability: The mediation of human capital development and employee commitment. *Sustainability*, 11(20), 5782. <https://doi.org/10.3390/su11205782>
25. Hassan, S., Wright, B. E., & Yukl, G. (2014). Does ethical leadership matter in government? Effects on organizational commitment, absenteeism, and willingness to report ethical problems. *Public Administration Review*, 74(3), 333- 343. <https://doi.org/10.1111/puar.12216>
26. Hilal, M. I. M. (2020). Exploring the impacts of internal marketing practices and employees' organisational commitment: Special reference to hotel industry in Sri Lanka. *Middle East Journal of Management*, 7(6), 611- 630. <https://doi.org/10.1504/MEJM.2020.110665>
27. Huang, C.-L., & Kung, F.-H. (2011). Environmental consciousness and intellectual capital: Evidence from Taiwan's manufacturing

- industry. *Management Decision*, 49(9), 1405-1425. <https://doi.org/10.1108/00251741111173916>
28. Huang, Y. T., & Rundle-Thiele, S. (2015). A holistic management tool for measuring internal marketing activities. *Journal of Services Marketing*, 29(6/7), 571-584. <https://doi.org/10.1108/JSM-03-2015-0112>
29. Inkpen, A. C., & Beamish, P. W. (1997). Knowledge, bargaining power, and the instability of international joint ventures. *Academy of Management Review*, 22(1), 177-202. <https://doi.org/10.2307/259228>
30. Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833. <http://dx.doi.org/10.1016/j.jclepro.2015.01.052>
31. Joung, H.-W., Goh, B. K., Huffman, L., Yuan, J. J., & Surles, J. (2015). Investigating relationships between internal marketing practices and employee organizational commitment in the foodservice industry. *International Journal of Contemporary Hospitality Management*, 27(7), 1618-1640. <https://doi.org/10.1108/IJCHM-05-2014-0269>
32. Kamaluddin, A., & Rahman, R. A. (2009). Enhancing organisation effectiveness through human, relational and structural capital: An empirical analysis. *Management & Accounting Review*, 8(1), 1-17. Retrieved from <https://web.s.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=16754077&asa=Y&AN=44322058&h=2KTNs0Xx7TGQ0xgKJB6Nwji5xmXfthveE2BgJhfUx5wkVvmS0Wp1Q1iOWpcbBiOUstcqHvH3bBJe q6IUS2QOA%3d%3d&crcl=c&resultNs=AdminWebAuth&resultLocal=ErrCrlNotAuth&crclhashurl=login.aspx%3fdirect%3dtrue%26pr ofile%3dehost%26scope%3dsite%26authtype%3dcrawler%26jrnl%3d16754077%26asa%3dY%26AN%3d44322058>
33. Kanyurhi, E. B., & Bugandwa Mungu Akonkwa, D. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. *International Journal of Bank Marketing*, 34(5), 773-796. <https://doi.org/10.1108/IJBM-06-2015-0083>
34. Kim, J. S., Song, H. J., & Lee, C. K. (2016). Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions. *International Journal of Hospitality Management*, 55, 25-32. <https://doi.org/10.1016/j.ijhm.2016.02.007>
35. Liu, A. M., Chiu, W. M., & Fellows, R. (2007). Enhancing commitment through work empowerment. *Engineering, Construction and Architectural Management*, 14(6), 568-580. <https://doi.org/10.1108/09699980710829021>
36. Lu, Y., & Ramamurthy, K. (2011). Understanding the link between information technology capability and organizational agility: An empirical examination. *MIS Quarterly*, 35(4) 931-954. <https://doi.org/10.2307/41409967>
37. Madhavaram, S., & Hunt, S. D. (2017). Customizing business-to-business (B2B) professional services: The role of intellectual capital and internal social capital. *Journal of Business Research*, 74, 38-46. <https://doi.org/10.1016/j.jbusres.2017.01.007>
38. Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. (2019). Effects of internal marketing on job satisfaction in the banking sector. *International Journal of Bank Marketing*, 37(5) 1313-1333. <https://doi.org/10.1108/IJBM-07-2018-0190>
39. Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474-489. <https://doi.org/10.1016/j.jclepro.2016.12.087>
40. Matinaro, V., Liu, Y., & Poesche, J. (2019). Extracting key factors for sustainable development of enterprises: Case study of SMEs in Taiwan. *Journal of Cleaner Production*, 209, 1152-1169. <https://doi.org/10.1016/j.jclepro.2018.10.280>
41. Mubarik, S., Chandran, V. G. R., & Devadason, E. S. (2016). Relational capital quality and client loyalty: Firm-level evidence from pharmaceuticals, Pakistan. *The Learning Organization*, 23(1), 43-60. <https://doi.org/10.1108/TLO-05-2015-0030>
42. Owoyemi, O. A., Oyelere, M., Elegbede, T., & Gbajumo-Sheriff, M. (2011). Enhancing employees' commitment to organisation through training. *International Journal of Business and Management*, 6(7), 280-286. <https://doi.org/10.5539/IJBM.V6N7P280>
43. Paauwe, J., & Boselie, P. (2005). HRM and performance: What next? *Human Resource Management Journal*, 15(4), 68-83. <https://doi.org/10.1111/j.1748-8583.2005.tb00296.x>
44. Park, J. H., & Tran, T. B. H. (2018). Internal marketing, employee customer-oriented behaviors, and customer behavioral responses. *Psychology & Marketing*, 35(6), 412-426. <https://doi.org/10.1002/mar.21095>
45. Peleckis, K. (2014). International business negotiations: Innovation, negotiation team, preparation. *Procedia - Social and Behavioral Sciences*, 110, 64-73. <https://doi.org/10.1016/j.sbspro.2013.12.848>
46. Penalba-Aguirrezabalaga, C., Sáenz, J., & Ritala, P. (2020). Marketing-specific intellectual capital: Conceptualization, scale development and empirical illustration. *Journal of Intellectual Capital*, 21(6), 947-984. <https://doi.org/10.1108/JIC-05-2019-0095>
47. Prajogo, D., Mena, C., & Chowdhury, M. (2021). The role of strategic collaborations and relational capital in enhancing product performance – A moderated-mediated model. *International Journal of Operations & Production Management*, 41(3),

- 206-226. <https://doi.org/10.1108/IJOPM-05-2020-0256>
48. Qiu, J., Boukis, A., & Storey, C. (2022). Internal marketing: A systematic review. *Journal of Marketing Theory and Practice*, 30(1), 53-67. <https://doi.org/10.1080/10696679.2021.1886588>
 49. Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
 50. Reynolds, N., Simintiras, A., & Vlachou, E. (2003). International business negotiations: Present knowledge and direction for future research. *International Marketing Review*, 20(3), 236-261. <https://doi.org/10.1108/02651330310477585>
 51. Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322. <https://doi.org/10.1108/IJBM-02-2018-0037>
 52. Samanta, I., & Arfara, C. (2021). The impact of internal marketing on "green" management of intellectual capital. *Archives of Business Research*, 9(6), 51-67. <https://doi.org/10.14738/abr.96.10391>
 53. Sanchez-Hernandez, I., & Grayson, D. (2012). Internal marketing for engaging employees on the corporate responsibility journey. *Intangible Capital*, 8(2), 275-307. <https://doi.org/10.3926/ic.305>
 54. Schuler, R., & Jackson, S. E. (2014). Human resource management and organizational effectiveness: Yesterday and today. *Journal of Organizational Effectiveness: People and Performance*, 1(1), 35-55. <https://doi.org/10.1108/JOEPP-01-2014-0003>
 55. Schulz, S. A., Martin, T., & Meyer, H. M. (2017). Factors influencing organization commitment: Internal marketing orientation, external marketing orientation, and subjective well-being. *Journal of Management Development*, 36(10), 1294-1303. <https://doi.org/10.1108/JMD-12-2016-0334>
 56. Shiu, Y., & Yu, T. (2010). Internal marketing, organizational culture, job satisfaction, and organizational performance in non-life insurance. *The Services Industries Journal*, 30(6), 793-809. <https://doi.org/10.1080/02642060701849840>
 57. Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1), 1870798. <https://doi.org/10.1080/23311975.2020.1870798>
 58. Sinčić, D., & Vokić, N. P. (2007). *Integrating internal communications, human resource management and marketing concepts into the new internal marketing philosophy* (EFZG Working Paper Series 0712). Faculty of Economics and Business, University of Zagreb.
 59. Singh, S. K., & El-Kassar, A. N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of Cleaner Production*, 213, 1264-1273. <https://doi.org/10.1016/j.jclepro.2018.12.199>
 60. Snell, L., & White, L. (2009). An exploratory study of the application of internal marketing in professional service organizations. *Services Marketing Quarterly*, 30(3), 195-211. <https://doi.org/10.1080/15332960902993460>
 61. Snow, J. L. (2002). Enhancing work climate to improve performance and retain valued employees. *JONA: The Journal of Nursing Administration*, 32(7/8), 393-397. <https://doi.org/10.1097/00005110-200207000-00007>
 62. Syahchari, D. H., Azian, M., Yahya, B., & Sahban, M. A. (2016). The significance of relational capital on alliance performance in Indonesia construction companies. *Journal of Applied Sciences Research*, 12(5), 35-40.
 63. Tetteh, S. D., Osafo, J., Ansah-Nyarko, M., & Amponsah-Tawiah, K. (2019). Interpersonal fairness, willingness-to-stay and organisation-based self-esteem: The mediating role of affective commitment. *Frontiers in Psychology*, 10, 1315. <https://doi.org/10.3389/fpsyg.2019.01315>
 64. Tortosa, V., Moliner, M. A., & Sanchez, J. (2009). Internal market orientation and its influence on organizational performance. *European Journal of Marketing*, 43(11/12), 1435-1456. <https://doi.org/10.1108/03090560910989975>
 65. Tortosa-Edo, V., Llorens-Monzonis, J., Moliner-Tena, M. A., & Sanchez-Garcia, J. (2015). The influence of internal market orientation on external outcomes: The mediating role of employees' attitudes. *Journal of Service Theory and Practice*, 25(4), 486-523. <https://doi.org/10.1108/JSTP-11-2013-0259>
 66. van Hagen, M., & Bron, P. (2014). Enhancing the experience of the train journey: Changing the focus from satisfaction to emotional experience of customers. *Transportation Research Procedia*, 1(1), 253-263. <https://doi.org/10.1016/j.trpro.2014.07.025>
 67. Wang, C.-H. (2019). How organizational green culture influences green performance and competitive advantage. The mediating role of green innovation. *Journal of Manufacturing Technology Management*, 30(4), 666-683. <https://doi.org/10.1108/JMTM-09-2018-0314>
 68. Wang, Y. (2011). *The role of communication in enhancing employees' organizational commitment: Exploring the relationship between social-emotional-oriented communication, work-oriented communication and organizational commitment in China* (Unpublished Master's Thesis). Uppsala University, Sweden. Retrieved from <https://>

- www.diva-portal.org/smash/get/diva2:600000/fulltext01.pdf
69. Wang, Z., Wang, N., & Liang, H. (2014). Knowledge sharing, intellectual capital and firm performance. *Management Decision*, 52(2), 230-258. <https://doi.org/10.1108/MD-02-2013-0064>
70. Wu, H.-C., Cheng, C.-C., Chen, Y.-C., & Hong, W. (2018). Towards green experiential loyalty: Driving from experiential quality, green relationship quality, environmental friendliness, green support and green desire. *International of Contemporary Hospitality Management*, 30(3), 1374-1397. <https://doi.org/10.1108/IJCHM-10-2016-0596>
71. Yadiati, W., Nissa, N., Paulus, S., Suharman, H., & Meiryani, M. (2019). The role of green intellectual capital and organizational reputation in influencing environmental performance. *International Journal of Energy Economics and Policy*, 9(3), 261-268. <https://doi.org/10.32479/ijeep.7752>
72. Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. O. (2020). Green human resource management: A systematic literature review from 2007 to 2019. *Benchmarking: An International Journal*, 27(7), 2005-2027. <https://doi.org/10.1108/BIJ-12-2018-0438>
73. Yusoff, Y. M., Omar, M. K., Zaman, M. D. K., & Samad, S. (2019). Do all elements of green intellectual capital contribute toward business sustainability? Evidence from the Malaysian context using the Partial Least Squares method. *Journal of Cleaner Production*, 234, 626-637. <https://doi.org/10.1016/j.jclepro.2019.06.153>