

ENVIRONMENTAL RESPONSIBILITY AS A FORM OF MARKETING STRATEGIES, INFLUENCE ON MARKET SHARE

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ABSTRACT

The development witnessed by the world and the changes in the global economy imposed on organizations to adopt environmental responsibility. Therefore, major international organizations seek to develop strategic plans to preserve the environment and reduce the use of polluting resources which led to increasing its profitability, increasing its market share and maximizing its relationship with its competitors and customers. Current study aimed at examining the role of environmental responsibility on increasing organizational market share within four main variables which are (internal operations, values, environmental policies and management awareness). A questionnaire was adopted in order to gather data from a sample of (321) marketing and sales managers within industrial sector in Kuwait. Utilizing descriptive statistics, linear regression and multiple regression through SPSS; results of study accepted the main hypothesis and expressed the ability to environmental responsibility to boost market share. In addition to that, it appeared that among chosen variables internal operations seemed to have the highest influence in terms of decreasing production costs and giving the chance for organizations to increase quality and lower prices in order to attract more customers, meet competitors thus get a higher market share. Study recommended that expecting a higher market share is not unlimited; rather it is dependent on many monopoly laws, so organizations must adopt the foundations for increasing market share in a logical and thoughtful way.

Keywords:

Environmental Responsibility, Sustainability, Alternative Energy, Green Production, Green Practices, Market Share, Sales, Marketing

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Introduction

In July 2006, 153 global organizations pledged to work to confront climate change and abide by the instructions of their governments to abandon the regulatory practices that harm the environment and increase emissions causing global warming, or what is known today as the Kyoto Protocol, through the establishment of the "UN Global Compact Leaders' Summit" which was held through the United Nations in Geneva (Adams and Petrella, 2010). This summit obligated organizations and their managements to adopt foundations and laws to increase energy efficiency and reduce carbon emissions for their internal operations and to report these activities on an annual basis (Fussler et al, 2017).

As a matter of fact, many countries have realistic solutions to many environmental problems that currently exist that result from the internal and external practices of organizations from manufacturing, production and waste management

processes (Gonzalez-Perez and Leonard, 2015), through the adoption of regulations, efficiency standards for products and processes, and taxes fees that affect the prices of resources, goods and services (Kadyan, 2016).

This summit recorded global organizational response to the challenges and included extensive research of 2000 organizations in Europe, North America, Asia, Australia and New Zealand, and showed that organizations in North America lag behind their European colleagues in all areas addressed by the summit (McIntosh et al, 2017). This was attributed to the level of pressure from investors, NGOs and civil society on organizations to adopt sustainable environmental practices (Buono et al, 2015). It is worth noting that the performance was strong in Japan as a result of adopting the ISO 14001 standards for environmental management systems on a large scale, with strong support from the government in an effort to reassure customers and avoid losing

the export sectors in the face of international companies that adhere to these standards (Gammeltoft-Hansen et al, 2017).

Problem Statement

Environmental responsibility in the field of business and production is a large part of the social responsibility of organizations (Hossain et al, 2015) and it is one of the organization's tasks in order to set limits and restrictions on its internal and external operations so that they do not constitute harm to the environment in terms of emissions, wastes and waste consumption of resources (Meng et al, 2016).

Since the launch of the various technologies of the Internet and the increase in the ability of individuals and movements supporting the environment to monitor the practices of organizations and emphasize the level of preserving the environment, many organizations have adopted an environmental responsibility towards their practices, which led to the discovery of the latter's actual value of environmental responsibility such as an increase in competitive advantage, efficient use of resources, which led to a reduction in the cost of production, in addition to the possibility of reaching the stage of clean production (Pawaskar et al, 2018). Here, organizations began to offer more transparency in organizational practices in order to reach the highest stage of governance and thus achieve maximum profitability associated with a larger market share (Chortok et al, 2018).

Based on above argument, current study aimed to examine the role of environmental responsibility adoption among organizations on increasing their market share.

Literature Review

Environmental Responsibility

Numerous studies indicated that the environmental community's concern about environmental degradation has increased in recent years, especially as a result of the growing awareness of customers about climate change. It was found that many organizations have overt environmental policies from which environmental management systems are implemented, but a

smaller percentage prepared reports on their environmental performance (Hawrysz and Foltys, 2016). Parsa et al (2015) Indicated that large companies are more willing to address their environmental impacts. It was found that many of the organizations included in the FTSE Advanced World Index have an environmental policy that meets at least the basic criterion (Belal et al, 2015). More than 90 percent of the organizations with significant environmental impact in Europe and Japan have developed basic or advanced policies for managing environmental impacts, compared with 75% in Australia and New Zealand, 67% in the United States and 15 in Asia excluding Japan (Boyd et al, 2017). Lee et al (2016) confirmed that environmental performance is the strongest in European and Japanese companies, but the performance in the United States and Asia (excluding Japan) is not reassuring.

Cai et al (2016) defined environmental responsibility as directing organizations to transform, implement and develop environmental initiatives and projects that contribute to preserving the environment within the business sector. As for Leipziger (2017), environmental responsibility is the state of commitment adopted by the organization with the aim of preserving the environment and the climate by adopting the principles of sustainability in its internal and external operations and performing its role in a way that affects positively on the environment and not negatively.

The idea of organizations' environmental responsibility revolves around practices and concepts that are adopted in the organization's culture and applied on the ground based on the principles of sustainability, energy and resource management, transparency in production and manufacturing (Wang et al, 2016), as the work is to find products, business models and services with environmental sustainability poses a deep challenge to the work standards that currently exist, so the integrated efforts by all parties and sectors were to maintain profits, but at the same

time, how to follow sustainable environmental behavior.

Environmentally Responsible Practices

Environmental responsibility doesn't only depend on a strategy that supports an environmental orientation by the organization (Shaukat et al, 2016), it has to adopt specific measures and practices that support an environmental orientation in an actual setting not only supporting the idea on a virtual level (Graafland, 2019). In that sense, organizations may reduce energy consumption, manage waste, and urge customers to adopt green behavior, this may happen by adopting warehouses and stores operated by wind energy, adopting recycling according to the latest technologies, and operating trucks powered by biodiesel, in addition to some organizations transporting their goods on modern trains that launch Less noise and pollution than usual saves trucks, excluding thousands of tons of carbon dioxide emissions, and some organizations encourage their customers to adopt green consumption bases by awarding points that can be exchanged for goods for those who bring shopping bags with them (González-Rodríguez et al, 2015). In addition, investing in clean manufacturing by reducing greenhouse gas emissions of the organization's projects and increasing production based on this technology. It is also possible to adopt process systems that increase energy efficiency.

Market Share =	Total Sales Over A Period ✖ 100
	Total Sales Of Industry In The Same Period

Hamidizadeh and Sanavi Fard (2016) indicated that the organization's market share is approved from the market in which it operates in, for example, if a company that manufactures and sells medical devices sells devices approximately the amount of \$100 million dollars statically at the local level, and the total medical devices sold are within the same year is equivalent to \$200 million dollars, so the market share of this organization is 50% of the market of the country in which it operates. The idea of market share, its low and high, is one of the most important matters that

Realization And Practice

Harangozó and Zilahy (2015) confirmed that managers of organizations have become certain that their organizations' commitment to environmental responsibility programs has a positive impact on the work of these organizations by helping them achieve their strategic goals and enhance their profits.

As for Pérez et al (2018) and Morais (2018), it was indicated that many organizations realized this positive impact and started to develop many of their programs in order to improve their environmental performance, for example a Swedish organization manufactures many products made from cellulose and this organization is considered one of the largest owners of private forests in Europe The organization uses a high percentage of recycled fibers in the paper tissues it produces, and is pursuing clear policies on illegal cutting of trees and water pollutants by replacing petroleum products with some types of carbon neutral fuels such as biofuels, wood wastes and organic wastes.

Market Share And Environmental Responsibility

According to Hoque and Mu (2019), market share as the percentage of the total profits of an organization during a period of time, that is, it is the total sales over a period of time. The market share of the organization is calculated through the equation below:

investors care about, given that it has a major role in influencing the organization's competitiveness and its revenues (Sobhanallahi et al, 2016). Also, increasing the market share would contribute to achieving a greater scope of business for the organization and improve their earnings (Tidd and Bessant, 2020).

According to Edeling and Himme (2018), increasing the market share can help the organization reach a greater scope for its business and improve its profits, and this is the reason for the organizations' continuous attempts to increase

their market share by attracting more consumers from all different demographics by relying on lower prices, marketing and advertising or promoting the improvement of the quality that the consumer receives. The process of calculating the market share is not done individually, rather it is information obtained by the organization through commercial groups, or accredited bodies, as there are many industrial areas that are difficult to measure by the organization itself due to the lack of information on the profits of other organizations (Yu et al, 2018).

Ares Of Supporting Market Share

Internal Operations

Reliance on ideas, principles, plans and strategies in order to preserve the environment and adopt it as a type of environmental responsibility for organizations has proven its great impact on the market share of the organization Lee et al (2018), and Sáez-Martínez et al (2016) indicated that one of the most important factors that have been dealt with is the internal operations of the organization, as the operation of the production line is known to be one of the biggest concerns of the organizations due to the high fuel prices and the scarcity of resources, which would also increase their prices, and thus reducing production costs through adopting green internal processes helps the organization reduce the margin of profits and thus obtaining a larger market share (Li et al, 2017).

Values And Policies

Among the matters that affect the market share of the organization are its ideas, values and plans, as we now see organizations persisting in spreading their culture, ideas, values and plans related to the environment through the annual financial reports that they publish or the environment preservation mechanisms that they put on their website In front of the audience (Hawrysz and Foltys, 2016); (Van Rooij and Fine, 2018). These matters contribute to the fact that it gives a clear perception of the

organization's conceptualization and intellectual approach about the environment and how to supply the world with an organization that cares about the environment, which would gain the sympathy of the public, especially those interested in the environment, so the organization becomes the only destination in the event of a desire to use products or services that do not harm the environment Which also means a higher market share (Bakhsh Magsi et al, 2018); (González-Rodríguez et al, 2018)

Managerial Awareness

On another level, it was found Du et al (2018) and Dey et al (2018) that the internal processes of the organization and its plans and strategies are not of great importance compared to that the organization is aware of the importance of the environment and the level of its environmental responsibility, meaning that awareness is not from devices, machines, and buildings, but rather from management And the people working in it and the way they deal with the environmental foundations in terms of production, manufacturing, promotion, dealing with customers, and directing them towards the best product by focusing on quality more than price (Qin et al, 2019). Management awareness also appears through the method of directing its employees from individuals and leaders at all levels, and focusing on increasing their knowledge and awareness of the importance of the environment and the areas in which the organization can be supportive and creative in the field of preserving the environment (León-Fernández et al, 2018).

Model And Hypotheses

Launching from the study aim - to examine the role of environmental responsibility adoption among organizations on increasing their market share – researcher was able to draw the relationship between variables as in the following model:

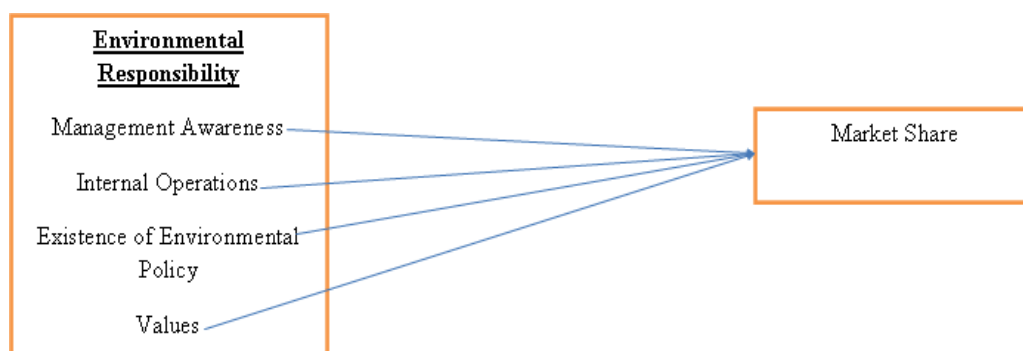


Figure 1: Study Model

From study figure above, following hypotheses were extracted:

H. Environmental responsibility positively influence organizational market share

Sub-hypotheses:

H1. Management Awareness positively influence organizational market share

H2. Internal Operations positively influence organizational market share

H3. Existence of Environmental Policy positively influence organizational market share

H4. Values positively influence organizational market share

Methods

Current study adopted a quantitative approach in order to gather data and draw conclusions. A questionnaire was used as a study tool which was built by researcher utilizing studies Du et al (2018); Bakhsh Magsi et al (2018) and Van Rooij and Fine (2018) based on liker 5 scale (5 strongly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagree). The questionnaire was arbitrated by a group of professional specialist in academic field of corporate environmental responsibility and in its final version it reached (27) statements divided on study's variables where environmental responsibility included (Management Awareness ,Internal Operations , Existence of Environmental Policy and Values) as an independent variables while the dependent variable was (market share). Population of study consisted of all marketing and sales managers in the industrial sector in the State

of Kuwait. A convenient sample was chosen to represent population of study with total of (400) individuals. After application process of questionnaire; (321) properly filled questionnaires was retrievable giving a response rate of 80.25% as statistically accepted. SPSS was used in order to screen and analyze orientation of sample's responses to questionnaire.

Cronbach's Alpha was used in order to test consistency of study tool, reliability test resulted in a value of (0.959) for all the items within the study, the alpha however resulted greater than 0.60 which indicated the tool consistency that enhanced its use in the study.

Analysis and Discussion

Demographics

Individuals who responded to the questionnaire were screened as according to their demographic answers. As it appeared from table below majority of individuals were males forming 62% of total sample compared to females who only represented 38% of the sample. As for gender, it appeared that majority of individuals who responded to the questionnaire were within age range of 40-50 years old forming 34.9% of the sample and who had an educational level of BA forming 53% of the sample. experience was also taken as a demographic variable, and it appeared that majority of respondents had an experience of more than 19 years forming 42.4% of total sample compared to the least experience of 4-8 years forming 6.2% of total sample.

Table – 1: Frequency and percentage of sample's responses

Gender		
	<i>f</i>	%

Valid	Male	199	62.0
	Female	122	38.0
Age			
Valid	18-28	24	7.5
	29-39	79	24.6
	40-50	112	34.9
	+51	106	33.0
Educational Level			
Valid	BA	170	53.0
	MA	115	35.8
	PhD	36	11.2
Experience			
Valid	4-8	20	6.2
	9-13	44	13.7
	14-18	121	37.7
	+19	136	42.4
	Total	321	100.0

Questionnaire Analysis

Researcher analyzed individuals' responses as according to their answers to the scale of statements. As the table below showed, individuals had positive attitudes towards statements of questionnaire as their mean scored higher than mean of scale 3.00. the most positively answered statement was articulated "There are principles in relation to managing the environmental effects and aspects of its

operations" and "The environmental policies is available on organization's website" stemming from Existence of Environmental Policy variable and scoring a mean of 4.33/5.00.

As for the least positively answered statement, it appeared that "There is an ongoing motivation to act according to environmental codes" as a statement scored a mean of 3.72/5.00 stemming from management awareness variable.

Table - 2: Statements' analysis according to responses

	Mean	Std. Deviation
<u>Environmental Responsibility</u>		
Management Awareness		
Management leads the most recent environmental ideology	3.81	1.075
Management supports activities that are environmentally friendly	3.93	1.085
There is an ongoing motivation to act according to environmental codes	3.72	1.097
All orientation and managerial courses involve environment related topics	3.98	1.068
Management takes the lead in eco-friendly thinking	3.80	1.079
Internal Operations		
Internal operations are monitored all the time	4.25	.790
The organization depends on cost effective solutions	3.96	.998
The organization depends on alternative energy sources	4.18	.735
Waste management is among the most adopted internal operations	4.14	.915
Consultancy agencies are always available for internal operation's solutions	4.04	.751
Existence of Environmental Policy		

There is a strict policy for environmental activities that is signed by senior management	4.32	.685
There are principles in relation to managing the environmental effects and aspects of its operations	4.33	.709
There is no exclusions for not applying environmental policies	4.19	.660
The environmental policies is available on organization's website	4.33	.765
All customers are aware of organization's environmental policies	3.88	.985
Values		
Organization believe in the importance of environment	4.19	.921
The organization seeks to save the planet for the coming generations	3.93	1.033
Wild life is always supported by organizational strategies	3.87	1.068
Organizational supports many environmental movements	3.85	.889
Organizations' values are oriented towards of environment	4.25	.770
Market Share		
Organizational interest in environmental issues are adapted to the high awareness of environment among individuals	3.90	.742
Environmental responsibility of the organization boosts its reputation among environmental movements	4.11	.837
The more an organization is environmentally responsible the more market share it develops	4.20	.878
Market is now filled with environmentally aware customers	4.22	.720
All environmentally responsible organizations proved to have a bigger market share	3.84	1.087
Environmental orientation of an organization supports a valid governance	3.93	1.033
Including environmental responsibility in an organizational disclosure supports its existence in the market	3.92	.848

Descriptive Statistics Of Variables

As in the following table, it was also seen that respondents' attitude towards variables of study appeared to be also positive given that all variables chosen in current study scored higher than mean of scale 3.00 which is statistically a

positive result. Table also showed that the most positively answered variable appeared to be "existence of environmental policy" which scored a mean of 4.21/5.00 and indicating that this was the strongest variable of all.

Table – 3: Mean and standard deviation of variables

	Mean	Std. Deviation
Management Awareness	3.8486	.92406
Internal Operations	4.1121	.70295
Existence of Environmental Policy	4.2125	.60897
values	4.0162	.81455
Market share	4.0191	.67097

Hypotheses Testing

H: Environmental responsibility in organizations has a positive influence on market share

Table – 4: Testing the main hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.935 ^a	.875	.873	.23914		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.995	4	31.499	550.812	.000 ^b
	Residual	18.071	316	.057		
	Total	144.066	320			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.251	.100		-2.513	.012
	Awareness	.355	.020	.489	17.604	.000
	Operations	.057	.032	.060	1.767	.078
	Policy	.459	.031	.417	14.596	.000
	values	.182	.024	.222	7.565	.000

Multiple regression was used to test above hypothesis, $r = 0.935$ reflected high and positive relationship between environmental responsibility and market share. Also, it was found that the independent variables (environmental responsibility) explained **87.5%** in the variance of

the dependent variable. Also it was found that F value was significant at 0.05 level, that meant Environmental responsibility in organizations has a positive influence on market share
H1: Management Awareness in organizations has a positive influence on market share

Table – 5: Testing H1

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.751 ^a	.564	.562	.44391	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.205	1	81.205	412.092	.000 ^b
	Residual	62.861	319	.197		
	Total	144.066	320			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.106		18.075	.000
	Awareness	.545	.027	.751	20.300	.000

Linear regression was used to test above hypothesis, $r = 0.751$ reflected high and positive relationship between management awareness and market share. Also, it was found that the independent variable (management awareness) explained **56.4%** in the variance of the dependent

variable, and F value was significant at 0.05 level, that meant Management Awareness in organizations has a positive influence on market.
H2: Internal Operations in organizations has a positive influence on market share

Table – 6: Testing H2

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.774 ^a	.600	.598	.42518	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.398	1	86.398	477.927	.000 ^b
	Residual	57.668	319	.181		
	Total	144.066	320			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.979	.141		6.944	.000
	Operations	.739	.034	.774	21.862	.000

Linear regression was used to test above hypothesis, $r = 0.774$ reflected high and positive relationship between internal operations and market share. Also, it was found that the independent variable (internal operations) explained **60%** in the variance of the dependent variable. F value was significant at 0.05 level,

which indicated that Internal Operations in organizations has a positive influence on market share.

H3: Existence of Environmental Policy in organizations has a positive influence on market share

Table – 7: Testing H3

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.695 ^a	.484	.482	.48294	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.664	1	69.664	298.688	.000 ^b
	Residual	74.402	319	.233		
	Total	144.066	320			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.792	.189		4.195	.000
	Policy	.766	.044	.695	17.283	.000

Linear regression was used to test above hypothesis, $r = 0.695$ reflected high and positive relationship between existence of environmental policy and market share. Also, it was found that the independent variable explained **48.4%** in the variance of the dependent variable. F value was

significant at 0.05 level, that meant Existence of Environmental Policy in organizations has a positive influence on market share.

H4: Values influence market share in organizations has a positive influence on market share

Table – 8: Testing H4

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.772 ^a	.596	.595	.42703	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85.894	1	85.894	471.023	.000 ^b
	Residual	58.172	319	.182		
	Total	144.066	320			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.465	.120		12.196	.000
	values	.636	.029	.772	21.703	.000

Linear regression was used to test above hypothesis, $r = 0.772$ reflected high and positive relationship between values and market share. Also, it was found that the independent variable (values) explained **59.6%** in the variance of the dependent variable, given that F value was significant at 0.05 level, then it can be said that Values influence market share in organizations has a positive influence on market share.

Discussion

Current study aimed at examining the role of environmental responsibility in increasing organizational market share. In order to realize this aim, researcher adopted quantitative approach and depended on a questionnaire to gather the needed data. A sample of (321) marketing and sales managers in the industrial sector in the State of Kuwait responded to the questionnaire and analysis gave out following findings:

- Marketing and sales managers seemed to have high awareness of study variables, problem and main aim as their responses appeared to be positive and their attitudes towards each statement reflected their understanding.
- There is a good level of environmental responsibility adoption among organizational within the Kuwaiti industrial sector which was also appeared through responses of participants.

- Among the chosen variables of environmental responsibility (awareness, environmental policy, values and internal operations) there appeared that internal operations had the highest influence which was explained by 60% as a result.
- The lest influential variable of environmental responsibility on market share appeared to be the existence of environmental policy which explained 48.4% of the relationship but it still scored a high and positive relationship between existence of environmental policy and market share.

With reference to the study model, a number of areas have been adopted on which it is possible to rely on environmental responsibility by the organization, including internal operations, values, environmental policies and managerial awareness. The study proved through the above analysis that the main hypothesis is accepted by all its variables and that there is an impact of environmental responsibility on the market share of the organization supported by internal operations as one of the most influential variables. That is, the adoption of internal operations with a positive environmental impact, the shift from energy consumption to energy saving, in addition to the creation of energy alternatives, is one of the factors that increase the market share of the organization, given that there are internal operations with low costs, which gives it the

opportunity to reduce production costs and thus reduce The price is for the final buyer, which leads the organization to be of the highest quality products and the lowest price value, and thus the possession of the customer's satisfaction, as he is the first and most important representative to increase or decrease the market share of the organization.

Internal Operations Are The First Step Towards Eco-Friendly Production

The study proved that the most influential of these areas on the success of the environmental responsibility process and its direct impact on the market share is the internal operations and it achieved a high level of influence compared to the rest of the variables. The principle of internal operations in environmental responsibility is based on changing the nature of the internal and productive processes of the organization and adopting processes that usually have less impact on the environment, such as reducing emissions, adopting alternative means of energy, managing waste disposal and many others. The study rhymed with Lee et al (2018) and Sáez-Martínez et al (2016) who supported the fact that this field is the most impactful field on the environment and the most conservative in the event that it is managed in an environmentally responsible manner through adopting modern technological methods capable of production and manufacturing based on innovation and creativity, which would contribute to outperforming competitors thus, reaching a larger market share.

On the other hand, the internal operations are able - in the event of adopting environmentally responsible processes - to provide unique services and products to customers at distinctive prices, since the lower production costs reflected positively on the pricing process, and thus the organization would be able to provide a product of high quality and at a price. Fewer competitors and also get higher market share which also was supported by and (Li et al, 2017).

Awareness Of Management Is A Must

The awareness of the management has had a great impact on the market share of the organization, as

the management approach that is aware of the importance of preserving the environment and supports environmental responsibility practices usually provides all support and support for the implementation of environmental responsibility policies, and this matter is through the assistance of individuals specialized in environmental policies and those who are able to adopt these policies in the marketing process of products, or even promote the organization's environmental approach in order to attract more customers towards this idea as a way to motivate them to buy and adopt the organization's products based on the idea that it is an organization that preserves the environment and aspires to be environmentally friendly in its practice. This result rhymed with Du et al (2018) and Dey et al (2018) who also agreed on the influence of managerial awareness on environmental responsibility in addition to Qin et al (2019) and León-Fernández et al (2018) who also supported managerial awareness in realizing how important this awareness on organizational green practices and environmental responsibility.

An Environmental Perspective Is An Organizational Value

Among the results of the study is the existence of an impact on the values of the organization, meaning that the principle of the values adopted by the organization contributes to increasing its market share. The mechanism is through the existence of a conscious thought and approach of the importance of the environment and the great role of preserving the environment in increasing the competitive advantage of the organization. Here we can say that the culture of the organization has a great impact in determining the level of adherence to these values, which include the importance of the environment, its preservation, support for the environmental community , And foundations for sustainable development. Through the impact of values, Hawrysz and Foltys (2016); Van Rooij and Fine (2018) Bakhsh Magsi et al (2018); González-Rodríguez et al (2018) also supported this idea arguing that the individuals working in the organization carry the same values and ideas,

which motivates them towards creativity and change, adopting ideas supportive of the environment, and presenting proposals that would reduce the damage resulting from internal processes such as principles of recycling and the use of alternative energy resources.

Conclusion and Recommendations

The challenges of sustainability do not stop at the subject of technical competence in the organization, but rather the focus on the issue of addressing the organizational deficiency in any organization by finding new ways of thinking, learning, and implementation. Therefore, by activating the CER program in such organizations, we can achieve progress in this regard. An inspiring transformation in this regard will only be achieved by first starting to work on our way of a new thinking that is based on high transparency regarding environmental stands.

Based on above discussion and conclusion, study recommends:

- Expecting a higher market share is not free; rather it is dependent on many monopoly laws, so organizations must adopt the foundations for increasing market share in a logical and thoughtful way.
- The search for alternatives to save energy is not required in order to increase the market share. Rather, organizations must be aware of the importance of these alternatives as a means of modernizing their production.

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