THE ROLE OF ADOPTING GREEN STRATEGIES IN THE DEVELOPMENT OF ECO-FRIENDLY PRODUCTS

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Abstract
This research examines the impact of adopting green strategies on developing Eco-friendly products, focusing on how to improve environmental performance and enhance innovation and quality in the industrial sector. In light of the increasing environmental challenges, green strategies represent the cornerstone for achieving sustainable development and balancing environmental and economic goals. The study aimed to identify the nature of the correlation and influence between green strategy and developing Eco-friendly products. The research problem arises in answering the question: Is there a role for adopting a green strategy in developing Eco-friendly products? The General Company for Textile and Leather Industries, one of the formations of the Ministry of Industry and Minerals, was selected to implement the research. The questionnaire form was adopted as a tool for collecting data and the descriptive analytical approach was used to analyze the answers of the sample members—the research sample comprised managers, officials and decision-makers in the company and its various factories. The probability sampling method was used randomly and data was collected from (117) managers. The data was analyzed using the SPSS v.26 statistical analysis program. Some appropriate statistical tools were used to analyze the data in order to reach the results. The research results showed that there is a relationship of influence and correlation between the green strategy and the development of environmentally friendly products. The results also showed that the shift towards green strategies leads to achieving noticeable environmental and economic benefits, despite the high initial costs and challenges associated with supply chain management and compliance with environmental regulations. However, the company will have new opportunities in the market, improve its commercial reputation, enhance its social responsibility, and gain the attention of customers.
Keywords: Green strategy, Eco-friendly products, green products., environmentally friendly products.

1. INTRODUCTION

In an era of increasing environmental awareness, green strategies have become the cornerstone of business development and the advancement of the industrial sector towards more sustainable paths. Many companies today seek to adopt environmental strategies aimed at reducing environmental impact and improving resource efficiency, reflecting their commitment to preserving the environment and achieving sustainable development. The green strategy is related to integrating environmentally friendly practices into all aspects of the business, from product design to production, distribution, and disposal of production residues. This includes using environmentally friendly raw materials, reducing loss and waste, and enhancing energy efficiency. The study (Khali & Muhammad, 2023) indicates that the green strategy is a philosophy specific to the organization that reflects its ethical orientation and commitment to social responsibility towards the environment to reduce negative impacts, invest resources, and redesign green processes. The study (Katsikeas et al., 2016) indicates that there is a positive impact of the green strategic orientation in developing Eco-friendly products and improving their performance. Environmentally friendly products are products that can contribute to reducing negative impacts on the environment by recycling packaging and optimal use of resources (Genoveva & Fakultas, 2021). (Hussein, 2022) indicates that Eco-friendly products seek to achieve environmental sustainability, reduce pollution in nature, rationalize energy consumption and natural resources, and achieve and meet the needs and desires of customers without harming human health, the environment, nature, or society. This research addresses the impact of adopting a green strategy in developing Eco-friendly products. The importance of the research lies in analyzing the pivotal role of the green strategy in improving the performance of companies and products and providing insights on how to activate these strategies to achieve environmental and economic benefits. The research also reviews the challenges and opportunities facing companies when implementing these strategies, and provides evidence-based recommendations to guide companies towards enhancing their environmental sustainability. The research problem arises in answering the question: Is there a role for adopting a green strategy in developing environmentally friendly products? The

General Company for Textile and Leather Industries, one of the formations of the Ministry of Industry and Minerals, was selected to implement the research. The questionnaire form was adopted as a tool for collecting data and the descriptive analytical approach was used to analyze the answers of the sample members. The data was analyzed using the statistical analysis program SPSS v.26 and some appropriate statistical tools were used to analyze the data to reach the results. The research was divided into four sections representing the methodological, theoretical, and practical aspects and the presentation of conclusions and recommendations.

2. LITERATURE REVIEW

2.1. Green Strategy

The increasing environmental awareness of consumers has led companies to adopt strategies that reduce the negative impact of the company and maximize its positive impact, called green strategies (Alamsyah & Othman, 2021). (Tohi & Hala, 2020) define the green strategy as a set of practices with environmental orientations aimed at enhancing their responsibilities in reducing their environmental risks and enabling them to enhance levels of sustainable growth and produce green products. The green strategy includes a policy of not harming the environment, optimal use of resources, reliance on clean energy, maintaining the ethical path of the organization's orientation towards society and stakeholders, and fulfilling its obligations towards the consumer (Le, 2022). The goal of senior leaders following a green strategy is to achieve sustainable competitive advantage, enhance the company's efficiency, improve green performance, and create new market opportunities by developing green products and gaining customer satisfaction (Bedino, 2022). The green strategy of the organization aims to design and develop Eco-friendly products that are concerned with achieving production that conforms to specifications and reducing its negative impact on the environment and the customer and the possibility of recycling and producing them with green manufacturing based on sustainable energy and clean production that reduces the level of pollution (Tohi & Hala, 2020). According to the above, the following hypothesis can be developed:

(H1): There is a positive significant correlation between the green strategy (GS) and the development of Eco-friendly products (EFP).

The study (Irawan & Aulia, 2022) indicates that the green strategy works to create an atmosphere of green innovation that leads to the development of environmentally friendly products. (Rodríguez-García et al., 2019) believe that the green strategy is the first successful step towards the green trend, which encourages research and development to produce and develop environmentally friendly products thoughtfully. This leads us to develop the following hypothesis:

(H2): There is a significant effect between the green strategy and the development of Eco-friendly products (EFP).

Green internal culture: Green internal culture represents an organizational culture that encourages employees to engage in behaviors that support environmental conservation and creates a climate that allows the development of green ideas or behaviors that reduce the negative impacts of the company (Wang et al., 2022). Green internal culture policies are supported by employing individuals with specialized skills in environmental management, providing training programs for employees in environmental quality procedures, and creating an organizational climate that supports green policies by making environmental decisions, working according to green manufacturing specifications, and developing Eco-friendly products (Katsikeas et al., 2016). According to the above, the following hypothesis can be developed:

(H3): There is a significant effect between green internal culture (GIC) and the development of Eco-friendly products (EFP).

Environmental differentiation: Environmental differentiation comes from environmental innovation, which leads the company to differentiate itself from its competitors (Bedino, 2022). (Tohi & Hala, 2020) believe that environmental differentiation can come through the application of ISO 14001 standards in environmental management, the development of environmentally friendly products, and reliance on green supplies to reduce costs. From the above, the following hypothesis can be assumed:

(H4): There is a significant effect between environmental discrimination (ED) and the development of Eco-friendly products (EFP).

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Reducing environmental pollution: (Al-Saeedi & Bidno, 2023) indicates that reducing environmental pollution is the institution's implementation of procedures to treat waste, reduce and prevent emissions, rely on a recycling policy, replace environmentally harmful materials with materials that are not harmful to nature, and encourage the innovation and development of environmentally friendly products. Carbon dioxide emissions can cause damage to the environment, so environmentally friendly products are viewed as a basic approach to reducing these emissions (Mustafa et al., 2022). According to the above, the following hypothesis can be assumed:

(H5): There is a significant effect between reducing environmental pollution (RP) and developing Eco-friendly products (EFP).

2.2. Eco-friendly products

With the increasing levels of pollution in the environment, the need to use environmentally friendly products has increased. This type of product requires consumer awareness (Al-khazraje, 2024; Pahlevi & Suhartanto, 2020). It also requires companies to spend more money on research and development and bear higher costs to convert to environmentally friendly products (Su et al., 2021). (Ewe & Tjiptono, 2023) indicate that environmental awareness has made consumers more willing to pay a higher amount of money for Eco-friendly products. The process of developing environmentally friendly products includes a series of procedures and activities that occur to modify products to make them more efficient, of better quality, and less harmful to the environment and the consumer (Chen et al., 2021). (Wang et al., 2020) defines environmentally friendly products as products that do not cause harm to the environment, can be recycled, and are made from healthy materials. They are also known as green products (Cenci et al., 2022). Environmentally friendly product development refers to a set of procedures, improvements, and treatments carried out on products to develop them and change their designs to make them environmentally oriented (Katsikeas et al., 2016). Environmentally friendly products are healthy products that do not cause harm to the environment and are made of environmentally friendly materials (Ahmad et al., 2024). (Nekmahmud & Fekete-farkas, 2020) indicate that the goal of developing environmentally friendly products is to reduce the side effects of the product on the environment and the consumer. Therefore, the issue of developing Eco-friendly products, treating waste, and reducing pollution is one of the sustainability priorities that companies seek to achieve (Pichierri & Pino, 2023). Environmentally friendly products have four basic characteristics: (Hussein, 2022) Environmental sustainability: Environmental sustainability refers to reducing the negative impact and maximizing the positive impact on the environment (Aftab et al., 2023). Environmental sustainability is achieved by treating waste, reducing consumption, and relying on renewable resources (Kaur et al., 2022). Encouraging companies to develop environmentally friendly products and raise awareness of environmental issues among consumers (Lučić, 2020). Therefore, companies set environmental sustainability as one of their strategic goals in achieving sustainability by reducing the negative impact on the environment, conserving resources, and committing to implementing environmentally friendly practices (Renaldo & Augustine, 2022). Environmental quality: The quality of environmentally friendly green products is reflected in the characteristics of the product in preserving the environment by distinguishing the products with recycling and manufacturing products from non-polluting and harmful materials and relying on their manufacturing on a policy of not harming the environment and packaging the product with environmentally friendly labels (Gelderman et al., 2021). (Moslehpour et al., 2023) refers to environmental quality as achieving the requirements of protecting society and nature by contributing to reducing negative environmental impacts and preventing their occurrence and providing a product that does not negatively affect the customer and is environmentally friendly. Reducing waste: (Reddy et al., 2023) indicate that green products contribute to reducing waste and loss from production lines, in addition to having a quality that extends their useful life. Companies are trying to follow strategies that enable them to reduce the environmental impact by reducing gas emissions, rationalizing water consumption, reducing air pollution, and relying on renewable energy to reduce carbon emissions (Indriastuti and Chariri, 2021, Bhatti et al., 2020). (Hassan et al., 2023) believes that waste can be reduced by reducing production losses, safely disposing of materials, recycling, and reducing the consumption of materials that are harmful to the environment. Rationalization of energy consumption: It means a set of procedures and means that must be followed to reduce waste in energy systems at their various stages and work to rationalize electrical energy, starting from power conversion stations and ending with energy-consuming devices (Savale et al., 2023).

2.3. Conceptual Framework

The independent variable (green strategy) of the research is represented in three dimensions: (green internal culture, environmental discrimination, and reducing environmental pollution), while the dependent variable (Eco-friendly green products) is represented and consists of (achieving environmental sustainability, environmental quality, reducing waste, rationalizing energy consumption). The research procedural plan will express the following variables.
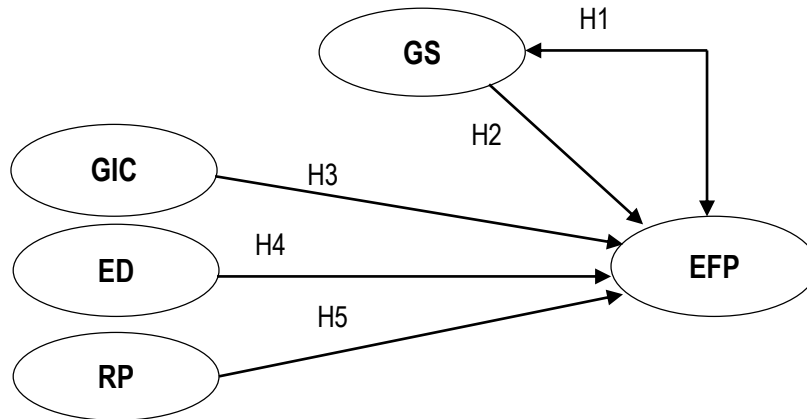

FIGURE 1 - RESEARCH MODEL

Note: CS= green strategy, EFP= Eco-friendly green products, GIC= green internal culture, ED= environmental discrimination, RD= reducing environmental pollution.

3. METHODOLOGY

3.1. Research problem

The research problem is evident in the challenges facing companies when adopting green strategies and applying them in developing environmentally friendly products. Despite the increasing environmental awareness and regulatory and societal pressures that push companies towards adopting more sustainable practices, many companies face great difficulties in successfully implementing environmental strategies. The main research problem is whether implementing the green strategy leads to developing Eco-friendly products. From here, the research problem can be expressed in the following questions:

- What is the nature and direction of the relationship between the impact and correlation between adopting the green strategy and developing Eco-friendly products?

- What is the level of interest and endeavor of the management of the General Company for Textile and Leather Industries to implement the green strategy in the company's business?

- Does the General Company for Textile and Leather Industries seek to produce Eco-friendly products??

3.2. Research significant

This research gains its importance because adopting green strategies is a crucial step towards achieving global environmental goals such as reducing carbon emissions, preserving natural resources, and reducing waste, and understanding how adopting these strategies can enhance the development of eco-friendly products helps push environmental conservation efforts forward. This research also provides insights on how to achieve a balance between economic and environmental goals, which helps companies, especially the research sample company, understand how investments in green strategies can lead to improved financial performance in the long term, such as reducing operating costs, enhancing innovation, and attracting new customers. These recommendations contribute to guiding companies towards implementing better practices and enhancing their sustainability, which increases their competitiveness in the market.

3.3. Research Aimes

This research seeks to achieve the following objectives, including testing the type and nature of the relationship between the green strategy and the development of Eco-friendly products, highlighting the benefits and advantages that can be achieved for the company in terms of performance, market, and competition. Providing information to decision-makers at the center on the importance of adopting the green strategy and how environmental strategies contribute to improving product design in terms of materials used, energy efficiency, and material recycling, and how they can enhance innovation and quality. The research also attempts to provide a set of recommendations and proposals related to the research topic that may contribute to developing the company's actual reality, raising the efficiency and quality of its production outputs, and developing Eco-friendly products.

3.4. Research sample

The researcher adopted the applied study method and the descriptive analytical approach in implementing the research to achieve its objectives. Data were collected from primary and secondary sources and the questionnaire was used as a tool for collecting data. A five-point Likert scale questionnaire was adopted. The questionnaire was designed in the first scale, the green strategy, based on the (Bedno, 2022) scale after the researcher made modifications to suit the research community and sample, which included (16) questions. The (Al-Taie, 2022) scale was also chosen to measure the dependent variable, green product development, which included (20) questions. The General Company for Textile and Leather Industries, one of the formations of the Ministry of Industry and Minerals, was chosen to implement the research. The research sample consisted of managers, officials, and decision-makers in the company and its various factories, which include (10 factories) throughout Iraq. The probability sampling method was used randomly and data was collected from (117) managers. The questionnaire forms were distributed to (126) managers and (117) questionnaires were retrieved. They were verified and valid for measurement. The researcher relied on the statistical analysis program (Statistical Package for the Social Sciences) v.26 (SPSS) in the process of analyzing, processing, and testing hypotheses to achieve the research objectives.

4. RESULTS

4.1. Validity and reliability test

To test the validity and reliability of the questionnaire and the data collected from the sample members' answers, the researcher resorted to testing the reliability coefficient (Cronbach's Alpha) to reveal the validity and reliability of the questionnaire (Ghafoora, & Al Khazrajb, 2023). Table (1) indicates that the value of the reliability coefficient (Cronbach's Alpha) for the first variable, the green strategy, reached (0.718), which is a high percentage of more than (0.700), indicating the existence of high stability for all paragraphs of the independent variable. As for the dependent variable, developing Eco-friendly products, the reliability coefficient recorded an amount of (.795), which also indicates high stability in the dependent variable. All paragraphs of the questionnaire recorded a high-reliability coefficient value estimated at (.841), as in Table 1.

TABLE 1- RESULTS OF THE RELIABILITY TEST (CRONBACH'S ALPHA)

Variable	Code	Source	Cronbach's Alpha	Result
Green Strategy	GS	(Bedno, 2022)	0.718	Valid
Green Internal Culture	GIC		0.771	Valid
Environmental Distinction	ED		0.763	Valid
Reducing Environmental Pollution	RP		0.795	Valid
Developing Eco- Eco-friendly products	EFP	(Al-Taie, 2022)	0.795	Valid
All questionnaire items			**0.841**	**Valid**

Source: SPSS V26 output

To obtain confirmation of the results, the researcher resorted to the split-half method to measure the reliability of the scale, as the scale is divided into two equal parts, the first half is individual questions and the second half is even questions. The reliability of the scale is calculated for this method, as it shows that the Spearman-Brown reliability coefficient is (0.869), which is strong, as shown in Table 2.

TABLE 2- RELIABILITY STATISTICS ACCORDING TO SPLIT-HALF

Cronbach's Alpha	Part 1	Value	.735
		N of Items	18[a]
	Part 2	Value	.799
		N of Items	18[b]
		Total N of Items	36
Correlation Between Forms			.768
Spearman-Brown Coefficient		Equal Length	.869
		Unequal Length	.869
Guttman Split-Half Coefficient			**.869**

Source: SPSS V26 output

4.2. Descriptive Statistics

TABLE 3 - DESCRIPTIVE STATISTICS FOR THE GREEN STRATEGY

Variables	Code	Item	Mean	Std. Deviation	Variance
Green interior culture	GIC1	The company's management is aware of green issues	3.453	1.185	1.405
	GIC2	The company's management seeks to formulate a green strategy that represents its commitment to the environment	4.368	0.690	0.476
	GIC3	The company's senior leadership focuses on increasing employees' awareness of environmental protection	3.855	0.833	0.694
	GIC4	The company has specialized units to reduce the level of pollution in the environment	4.000	0.919	0.845
	GIC5	The company's management works to use technical methods and means to reduce carbon emissions	4.103	0.865	0.748
	GIC6	The company encourages public transportation because it reduces carbon emissions resulting from the use of individual transportation	3.906	0.890	0.920
	GIC		3.947	0.897	0.848
Environmental discrimination	ED1	The company's management is distinguished by its contribution to launching initiatives that improve the basic infrastructure in the community.	4.077	0.767	0.589
	ED2	The company's management is expected to see its vision towards social responsibility activities that will enable it to distinguish its products from its competitors.	4.000	0.830	0.690
	ED3	The company's management adheres to all instructions issued by the Ministry of Environment regarding environmental pollutants accurately.	4.154	0.897	0.804
	ED4	The company is distinguished by its environmental training of its employees to raise their awareness of the importance of protecting the environment.	4.248	0.742	0.550
	ED5	The company's management is distinguished by its strategic plan It identifies suppliers who adopt the international standard for environmental protection ISO 14001	4.171	0.823	0.677
	ED		4.130	0.811	0.662
reduce environmental pollution	RP1	The company resorts to educating its suppliers about the green specifications required to reduce environmental pollution.	4.145	0.647	0.418
	RP2	The company contributes to the relevant authorities to maintain the cleanliness of the work environment and prevent pollution.	4.376	0.740	0.547
	RP3	The company works to import materials with green specifications to reduce pollution in industrial processes.	4.325	0.693	0.480
	RP4	The company's message and goals are consistent with the goals and values of society in the field of reducing environmental pollution.	4.248	0.840	0.705
	RP5	The company works to reduce carbon emissions by directing its employees to turn off electrical devices when leaving to conserve energy.	4.068	0.935	0.875
	RP		4.232	0.770	0.605
	GS		**4.103**	**0.826**	**0.705**

Source: SPSS V26 output

The arithmetic mean value of the green strategy dimension was (3.60), which shows that the sample members' answers to this variable tended towards agreement, and the standard deviation was (1.582), which confirms

the homogeneity of the sample members' answers to the green strategy variable. These results indicate that most sample members agreed on the adoption of the General Company for Textile and Leather Industries of the green strategy in its activities.

The arithmetic mean value for the dimension of developing Eco-friendly products was (4.028), which shows that the sample members' answers to this variable tended towards agreement, while the standard deviation was recorded as (0.934), which confirms that the sample members' answers to the variable of developing Eco-friendly products were not dispersed. These results indicate that most sample members agreed that the company is working on developing Eco-friendly products

TABLE 4 - DESCRIPTIVE STATISTICS FOR DEVELOPING ECO-FRIENDLY PRODUCTS

Variables	Code	Item	Mean	Std. Deviation	Variance
Achieving environmental sustainability	AES1	The company's products aim to preserve the environment.	3.872	0.933	0.871
	AES2	Producing environmentally friendly products reduces the excessive use of raw materials and preserves them.	3.402	1.204	1.449
	AES3	Environmentally friendly products help reduce waste of natural resources and protect them.	4.085	0.915	0.837
	AES4	The company's products contribute to reducing environmental degradation by not causing harm.	3.726	1.096	1.200
	AES5	The company's manufacturing processes seek to preserve resources from waste.	3.991	0.895	0.802
AES			3.815	1.008	1.032
Environmental Quality	EQ1	Eco-friendly products contribute to achieving the requirements of protecting society.	4.051	0.927	0.859
	EQ2	The company's products are environmentally friendly and do not negatively affect the customer.	3.812	1.042	1.085
	EQ3	The company is interested in completely clean production.	4.171	0.780	0.608
	EQ4	The company's products are characterized by high quality and efficiency.	4.402	0.720	0.518
	EQ5	The company's products do not cause any health damage.	4.222	0.811	0.657
EQ			4.131	0.855	0.745
reduce waste	RW1	The company contributes to raising awareness among employees about placing empty cans and production waste in the designated landfill	4.308	0.663	0.439
	RW2	The company's production depends on recycling, which achieves economic returns for the company.	4.470	0.689	0.475
	RW3	The customer believes that the company's products contribute significantly to environmental aspects	4.402	0.881	0.777
	RW4	The company's manufacturing processes contribute to reducing waste by encouraging customers to deliver textile waste for recycling	4.265	0.845	0.714
	RW5	The company works on treating solid waste by sending it to a sanitary landfill	4.427	0.791	0.626
RW			4.374	0.774	0.606
Energy conservation	REC1	The company contributes to reducing consumption by using the minimum amount of energy.	3.556	1.269	1.611
	REC2	The company relies on clean energy in some of its production processes	4.085	0.952	0.906
	REC3	The company uses solar panels to generate electricity in some of its factories	3.615	1.105	1.221
	REC4	The company uses highly efficient engines that consume less energy.	3.949	0.829	0.687
	REC5	The company follows steps and procedures in manufacturing to maintain sustainable energy	3.761	0.944	0.891
REC			3.793	1.101	1.063
EFP			4.028	0.934	0.859

Source: SPSS V26 outputs.

4.3. Hypothesis correlation testing

Pearson's test was used to test the correlation relationships between the variables. Table (5) indicates the acceptance of hypothesis (H1) which states (there is a statistically significant correlation between the green strategy and the development of Eco-friendly products) at a significance level of (0.01) and a confidence level

of (99%), as the value of the Pearson correlation coefficient between the two variables reached (0.544**) to confirm the existence of a positive correlation between the green strategy and the development of Eco- friendly products.

TABLE 5 - CORRELATIONS

		GS	EFP	GIC	ED	RP
GS	Pearson Correlation	1	.544**	.795**	.775**	.771**
	Sig. (2-tailed)		.000	.000	.000	.000
EFP	Pearson Correlation	.544**	1	.395**	.446**	.436**
	Sig. (2-tailed)	.000		.000	.000	.000
GIC	Pearson Correlation	.795**	.395**	1	.407**	.408**
	Sig. (2-tailed)	.000	.000		.000	.000
ED	Pearson Correlation	.775**	.446**	.407**	1	.428**
	Sig. (2-tailed)	.000	.000	.000		.000
RP	Pearson Correlation	.771**	.436**	.408**	.428**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).						
N=117						

Source: SPSS V26 output

4.4. Impact Hypothesis Testing

The researcher relied on the (F-TEST) test to show the acceptance or rejection of the hypothesis of the impact of adopting the green strategy in developing Eco-friendly products. If the probability value corresponding to the calculated F value is greater than the tabular value at a significance level of (0.01), the hypothesis will be accepted, which confirms the acceptance of the hypothesis by (99%). As for showing the percentage of explaining the development of Eco-friendly products for the changes that occur in the green strategy, the determination coefficient R^2 (Coefficient of Determination) will be relied upon. To test the simple regression model and test the moderate impact, the beta value will be extracted, which indicates the amount of impact. The (T-TEST) test was also used to confirm the results, which must be greater than the tabular value of (1.96). Table (6) shows the acceptance of hypothesis (H2) as the calculated F value reached (48.236) at a significance level of (0.01), while the value of the determination coefficient reached (28%), indicating the percentage of the impact of the green strategy on the dependent variable, the development of Eco-friendly products, and thus the hypothesis is accepted. Table (6) also shows the acceptance of hypothesis (H3) as the calculated F value reached (21.297) at a significance level of (0.01). In contrast, the value of the determination coefficient reached (24%), indicating the percentage of the impact of the internal green culture on the dependent variable, the development of environmentally friendly products, and thus the hypothesis is accepted. Table (6) also shows the acceptance of hypothesis (H4) as the calculated F value reached (28.507) at a significance level of (0.01), while the value of the determination coefficient reached (27%), indicating the percentage of the impact of environmental discrimination on the dependent variable, the development of Eco-friendly products, and thus the hypothesis is accepted. Table (6) shows the acceptance of hypothesis (H5) as the calculated F value reached (27.015) at a significance level of (0.01), while the value of the determination coefficient reached (25%) indicating the percentage of the impact of reducing environmental pollution on the dependent variable of developing Eco-friendly products and thus accepting the hypothesis.

TABLE (6) IMPACT HYPOTHESIS TESTING

H	Model	R	R^2	Adj. R^2	β	F	t	P-value	Result
H2:	GS-->EFP	.544a	0.295	0.289	0.544	48.236	6.945	0.000	**Approved**
H3:	GIC-->EFP	.495a	0.256	0.249	0.395	21.297	8.050	0.000	**Approved**
H4:	ED-->EFP	.446a	0.280	0.279	0.446	28.507	8.038	0.000	**Approved**
H5:	RP-->EFP	.436a	0.272	0.258	0.436	27.015	7.523	0.000	**Approved**

Source: SPSS V26 output

5. DISCUSSIONS

The increasing demand for Eco-friendly products has led companies to adopt green strategies in all their activities, starting from corporate philosophy to green organizational innovation, clean manufacturing, green manufacturing, and ending with green marketing (Zhang et al., 2021). The study (Natakoesoemah & Adiarsi, 2020) indicates that the consumption of green products in the United States of America reached about $ 150

billion in 2021, with a 20% increase in sales over 2014. The study (Sadiq et al., 2021) indicates that there is an increase in modern trends for the consumption of Eco-friendly products in emerging countries. The results of this research showed the existence of a significant relationship and association between the company's adoption of the green strategy and the development of environmentally friendly products. The more the company relies on adopting the green approach in its policies and strategies for the company's activities, the more opportunities there are to develop environmentally friendly products. The study (Tohi & Hala, 2020) confirms that one of the practices of the green strategy is the production of environmentally friendly products. The results of this study agree with the results of the study (Savale et al., 2023 Irawan & Aulia, 2022) that the company's adoption of a green strategy leads to the production and development of Eco-friendly products. For the company to succeed in establishing the principles of green transformation in all its operations, it must first provide an organizational climate that supports green innovation by establishing the principles of internal green culture and encouraging employees to engage in behaviors that support environmental conservation. (Katsikeas et al., 2016) indicate that supporting the dissemination of the internal green culture in the company's internal environment leads to working with the environmental management system and developing Eco-friendly products. This is what this study confirmed, as it showed the positive impact of the internal green culture on the development of environmentally friendly products. (Bedino, 2022) believes that environmental distinction comes from environmental innovation, which leads the company to distinguish itself from its competitors. The study (Nguyen et al., 2020) confirms that following green policies can contribute to achieving environmental distinction by developing green products with safe and environmentally friendly packaging. This is also confirmed by this study that the company can achieve environmental distinction by developing environmentally friendly products that open up new markets and customers. The results of this study showed the impact of the company's orientation in reducing waste and developing Eco-friendly products. This is consistent with what was presented by the study (Alamsyah & Muhammed, 2019) that the company's development of Eco-friendly products, adoption of waste treatment methods, reducing the negative impact of the product, and promotion it through green advertising methods contribute to spreading environmental awareness among consumers

6. CONCLUSIONS

The research reached several conclusions, including the existence of a significant relationship and association between adopting a green strategy and developing Eco-friendly products. The research results also showed that each of the dimensions of green internal culture, environmental discrimination, and reducing environmental pollution affect the development of environmentally friendly products, as adopting green strategies enhances the improvement of the environmental performance of products by reducing carbon emissions, using sustainable raw materials, and reducing waste. This reflects companies' commitment to contributing to preserving the environment. The company's adoption of a clear green approach and policy in its strategy reflects its seriousness in relying on green innovation in designing and developing products and using technologies such as recyclable materials and improving energy efficiency, which leads to the development of products of higher quality and improved environmental performance. Products that rely on environmental standards often have better quality, which enhances the company's competitiveness in the market and ensures its distinction and superiority over competitors. However, all of this has several determinants, including high cost, as the shift towards green strategies requires a large investment at the beginning, which may represent an obstacle for some companies, especially small and medium-sized companies. Companies also face difficulties in securing sustainable resources and managing the supply chain in line with environmental sustainability standards. Despite the initial costs, green strategies can lead to long-term savings by reducing operating costs and enhancing efficiency. These strategies can also open new doors to the market and attract green customers who care about sustainability and the environment. One of the positives of shifting to a green strategy is enhancing the business's reputation. Companies that produce and develop environmentally friendly products often have a high awareness of social responsibility and commitment to environmental policies and regulations. They can achieve compliance with environmental standards and obtain international accreditations, such as obtaining the ISO 14001 environmental management quality standard, which reduces legal risks and enhances the stability of their business.

7. LIMITATIONS

This research suffers from some limitations represented in the research application site, as the General Company for Textile and Leather Industries was chosen, which is an industrial company, which makes

generalizing the research results to service and commercial sectors difficult, in addition to the sample size, which may be an obstacle to generalizing the results, as the number of respondents reached (117) managers, which is a somewhat small sample, and choosing only managers to answer the questionnaire paragraphs may make the results more biased. Among the limitations facing this research is the study scale, as it used a five-point Likert scale with closed answers, which limits the sample members' response to specific options prevents expressing an opinion, and wastes opportunities to obtain different information. This type of questionnaire is also subject to the respondent's psychological state and makes the answers more extreme. Also, using these scales may waste the opportunity to discover variables that are more related and influential to the subject of this study. The results may differ if the research is applied in the services sector.

8. RECOMMENDATIONS AND FUTURE STUDIES

Based on the conclusions drawn and the results reached by the research, a set of recommendations can be presented that aim to help companies make the most of these strategies and overcome the challenges associated with them, including enhancing innovation, as companies must invest resources in research and development to develop new environmentally friendly technologies and materials while supporting innovation in product design that can lead to improved quality and increased resource efficiency, and adopting modern technologies such as renewable energy, material recycling, and clean manufacturing can have a significant impact on reducing the environmental impact of products. Modern technology can also be used in production and modern equipment and machines can be used to reduce costs, as the process of shifting towards green production requires huge investments and funds, and implementing such strategies requires including the green strategic plan on sufficient financial resources to cover additional expenses and considering flexible financing options such as environmental loans, grants, and cooperation with environmental partners to reduce financial burdens. The research sample company should also choose sustainable suppliers who are committed to sustainable environmental practices that support Eco-friendly products. This includes evaluating suppliers based on sustainability standards, preparing non-harmful raw materials, using technologies that reduce emissions, and using usable and recyclable organic materials. Green systems can also be implemented to improve supply chain transparency. It helps track the environmental impact of raw materials and production processes, which contributes to improving sustainability. Companies that adopt this approach must keep pace with environmental regulations and adhere to changes in environmental policies and regulations. Companies must work to ensure compliance with these regulations to avoid legal risks and achieve compliance with environmental standards. They must also adopt the standards and conditions stipulated by the International Organization for Standardization (ISO) in the ISO-14001 environmental management system and strive to obtain global accreditations in this regard. It is necessary to conduct awareness campaigns for consumers to shift towards green consumption and direct marketing campaigns for this purpose while highlighting the environmental aspects of products and services. This can enhance the company's reputation and attract customers interested in sustainability. The basis of change starts with senior management. With senior management's conviction of the necessity of implementing the green strategy and making it an action plan for developing Eco-friendly products, this general trend will become a working map for the entire organization. It requires providing the necessary training for employees on sustainability strategies and including environmental practices as an organizational culture in the organization at all levels, involving employees in awareness workshops on the importance of preserving the environment, and forming work teams to implement green strategies effectively. Green strategies offer many benefits in developing Eco-friendly products. Despite the challenges associated with costs and management, they provide valuable results and insights to help companies achieve a balance between environmental and commercial goals, enhance their sustainability, open new markets that ensure economic growth, preserve the environment, and improve the quality of life. This study recommends conducting more customer-oriented studies and surveying customers' opinions on Eco-friendly products. The study recommends conducting more studies on Eco-friendly products and consumer awareness. It would also be good to investigate the effectiveness of chatbots in providing recommendations to consumers about environmentally friendly products

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