
GREEN PRODUCT QUALITY AND CUSTOMER LOYALTY IN SUSTAINABLE MANUFACTURING: EVIDENCE FROM NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The manufacturing sector of any country contributes to the country's socio-economic development and growth through its various products which drive customer loyalty. However, for the products to be sustained and to ensure they do not adversely affect the environment, there is need to examine the relationship between the quality of the products and customer loyalty. This relationship has not received much attention for the business to business (B2B) customers in Kenya. This study examined how green product quality influences green customer loyalty in selected manufacturing firms in Nairobi City County of Kenya. A descriptive cross-sectional survey design was used and a self-administered questionnaire to 258 respondents drawn from a population of 725 manufacturing firms in the County. Data analysis was done using the Chi-Square test, regression technique and thematic framework analysis for qualitative data. The Chi-Square test results revealed a significant association between Green product quality and Customer loyalty ($\chi^2 = 205.673$; $p < 0.001$). The regression analysis results showed that Green product quality significantly influenced customer loyalty ($\beta = 0.804$, $p = 0.007$), indicating that perceived environmental and functional product quality drives customer loyalty. The qualitative findings revealed that green product quality plays a central role in shaping customer loyalty among the B2B customers. The study concluded that green product quality significantly enhances customer loyalty among manufacturing firms in Nairobi City County, confirming that customers prefer those firms offering durable, safe, and environmentally sound products. The study recommends that the manufacturing firms should invest in product research, eco-certifications, and consistent quality control mechanisms. This will help build customer trust and reinforce loyalty in the competitive green markets.

Keywords: Green Marketing, Green Product Quality, Business-to-Business, Customer Loyalty.

1. INTRODUCTION

Manufacturing is crucial to socio-economic growth through industrialization, employment, and contributions to GDP (Migosi, 2022). However, it also drives environmental degradation through waste, emissions, and deforestation (Dangelico & Vocalelli, 2017). This has prompted sustainability initiatives like SDG 9, urging a shift from conventional practices to sustainable models. Green product quality has emerged as a key strategy, particularly for firms operating in Business-to-Business (B2B) markets (Debruyne & Tackx, 2019). It comprises of eco-friendly attributes in product composition or production processes hence satisfied customers often develop

long-term loyalty based on environmental values derived from such products. According to AlQershi *et al.* (2021), Green Marketing adoption is gaining traction globally in both developed and emerging markets. In Kenya, policy efforts like Vision 2030 and the Green Economy Strategy highlight a commitment to sustainable industrial growth (GoK, 2016; Nairobi City County Assembly, 2022). Yet, environmental challenges persist, particularly in urban areas like Nairobi. Despite the recognized environmental impact of B2B markets, green marketing strategies are often overlooked in this segment (Kapitan *et al.*, 2019). This study focused on evaluating how green product quality influences green customer loyalty among Nairobi City County's manufacturing firms.

Green Marketing

Green marketing (GM) comprises all activities aimed at generating and facilitating exchanges that meet human needs with minimal impact on the natural environment. It represents a strategic management process that involves identifying, anticipating, and satisfying the requirements of both customers and society in ways that promote profitability and environmental sustainability (Nguyen *et al.*, 2025). As ecological concerns and consumer awareness grow, firms globally are embracing green strategies to meet market expectations and regulatory demands. One of the strategies that these firms are focusing on is Green Product Quality.

Green Product Quality (GPQ)

This is a key aspect of Green Marketing and it encompasses using biodegradable or recyclable materials, minimizing harmful chemicals, and ensuring energy-efficient production (Debruyne & Tackx, 2019). In the B2B contexts, high green product standards are crucial as firms strive to meet their own sustainability commitments. In Kenya, policies like the Climate Change Act (2016) and Green Economy and Strategy Implementation Plan (GESIP) have encouraged green product adoption, with some firms increasingly using energy-efficient machinery and circular economy principles (Nairobi City County Assembly, 2022). Yet, further awareness, incentives, and capacity-building are needed, especially among micro and small enterprises (MSEs), to broaden green marketing adoption.

Green Customer Loyalty (GCL)

Green customer loyalty (GCL) according to Martinez (2015), signifies a customer's consistent preference for brands whose environmental values align with their own, going beyond satisfaction to include emotional and ethical support for sustainability. In both B2C and B2B contexts, GCL is driven by trust in environmental claims, satisfaction with green product quality, and the belief that one's purchases support conservation efforts. In B2B markets, firms also factor in sustainability as part of their own value chains, forging long-term partnerships with green suppliers (Kapitan *et al.*, 2019). Strong green loyalty enhances customer lifetime value and reduces churn, making it a strategic advantage. In Kenya, especially in Nairobi City County, rising environmental pressures and policy frameworks like the Climate Change Act (2016) necessitate fostering green loyalty as a competitive and ethical priority (Nairobi City County Assembly, 2022). Chen *et al.* (2018) however argues that cultivating true GCL requires transparent, consistent practices backed by certifications, eco-labels, and credible communication about product benefits.

Overview of the Manufacturing Sector in Kenya

Kenya's Vision 2030 positions the manufacturing sector as a key driver of socio-economic transformation, targeting annual GDP growth of 10 percent through value addition, technology transfer, and employment generation (GoK, 2007; KAM, 2022). However, manufacturing remains a major contributor to environmental degradation, as highlighted by (WHO, 2004) and supported by recent studies on urban industrial pollution in Kenya (Ng'etich *et al.*, 2022). The sector comprises 1,173 firms across 14 subsectors, with Nairobi City County hosting 62 percent of them (KAM, 2022). Given the environmental footprint of these firms, this study focused on manufacturing firms in Nairobi City County to assess their impact on pollution and sustainability practices.

Problem Statement

Climate change has emerged as a defining challenge of the twenty-first century, driving a paradigm shift toward environmental consciousness and sustainable manufacturing practices worldwide (Whyte, 2025). The manufacturing sector is one of the largest contributors to greenhouse gas emissions and resource depletion, creating an urgent need for green practices and strategies to mitigate environmental impact (Nzusa, 2021). Concurrently, consumers and stakeholders are demanding greater transparency and accountability in sustainability initiatives, favoring companies that demonstrate genuine environmental responsibility (Bain & Company, 2024; Reichheld *et al.*, 2023). Kenya's Vision 2030 emphasizes the importance of efficient and environmentally sustainable manufacturing as a cornerstone of the country's socio-economic development (GoK, 2007). Despite this policy framework, many Kenyan manufacturing firms continue unsustainable operations that intensify pollution and environmental degradation (Nzomo *et al.*, 2023a). Although sustainability frameworks and guidelines exist, the adoption of green product quality, a dimension of GM centered on eco-friendly design, production, certification, and lifecycle durability, remains limited, undermining both environmental objectives and customer loyalty (Gelderman *et al.*, 2021).

Most empirical studies on green marketing have focused on business-to-consumer (B2C) markets, neglecting the unique dynamics of how green product quality influences green customer loyalty in business-to-business (B2B) contexts (Ng'etich *et al.*, 2022; Wakasala, 2020). Addressing this critical gap, the current study investigates the effect of green product quality on green customer loyalty among manufacturing firms in Nairobi City County. The findings will inform strategies for aligning product development with sustainability goals and strengthening long-term B2B relationships.

Objective of the Study

The objective of this study was to examine the influence of green product quality on green customer loyalty in the manufacturing firms in Nairobi City County.

Theoretical Foundation

The **Diffusion of Innovation Theory (DIT)** by Rogers (1962, 1995) serves as the theoretical lens for this study, highlighting how new ideas and practices, such as green marketing (GM) strategies and high-quality green products, are adopted within firms and across B2B networks (Vaccaro, 2009). In the Kenyan manufacturing context, this theory is particularly relevant in understanding how perceived benefits like relative advantage, compatibility, and trialability drive the adoption of eco-friendly innovations. However, while DIT helps explain the uptake of green innovations, it often underestimates the impact of organizational culture, institutional pressures, and market-specific challenges that shape GM practices in real-world settings (Chen *et al.*, 2015). Moreover, the theory's linear view of innovation adoption may not fully capture the complex, non-linear trajectories of green innovation uptake in developing countries like Kenya, which face unique regulatory, economic, and infrastructural barriers (Memon *et al.*, 2019). Consequently, this study aims to refine the application of DIT to better account for the dynamics of Kenya's manufacturing sector and to assess how green product quality influences green customer loyalty in B2B markets.

Empirical Literature

Green Product Quality and Green Customer Loyalty

Green product quality which encompasses elements like design, packaging, and materials that promote energy efficiency and pollution reduction, plays a vital role in shaping customer perceptions and influencing buying decisions, particularly when customers are well-informed about these environmental benefits (Gelderman *et al.*, 2021). While green customer loyalty, defined as sustained preference for environmentally responsible firms, often reflects repeated purchases and positive word-of-mouth, studies have yielded mixed findings on the direct relationship between green product quality and loyalty. Tarabieh (2018) found that green product quality significantly drives loyalty in the hospitality sector, while Wong *et al.* (2023) suggested that it only indirectly affects loyalty through satisfaction in the bottled water industry. Likewise, Aslam *et al.* (2023) showed that both green marketing and service quality are crucial for customer loyalty in consumer-focused contexts, while Creignou and Nuangjamnong (2022) observed a significant effect on satisfaction but a weaker influence on loyalty in fashion retail. Dewi *et al.* (2023) identified green product quality as the most dominant factor driving loyalty, but Handriana *et al.* (2021) cautioned that it may build trust without necessarily translating into loyalty. These studies were conducted in the business to customer (B2C) contexts.

In the B2B contexts, Gelderman *et al.* (2021) highlighted that green product quality, along with price and corporate image, positively influences green customer loyalty in the Dutch cleaning industry, though the study's transferability to developing economies remains questionable. These conflicting findings underscore the need for additional research that isolates green product quality as a key factor and examines its influence on green customer loyalty in different economic and cultural contexts. Most existing studies were conducted in B2C markets or in settings dissimilar to Kenya's environment, making it essential to validate whether similar dynamics apply within Nairobi's B2B manufacturing sector. Consequently, this study was aimed at examining the influence of green product quality on green customer loyalty among selected manufacturing firms in Nairobi City County of Kenya.

2. MATERIALS AND METHODS

This study employed a *descriptive cross-sectional survey design* since it was an effective one in profiling the relevant factors associated with the study and enabling generalization of the findings. The target population was 725 registered manufacturing firms in Nairobi City County as was listed in the Kenya Manufacturers and Exporters Directory (2021–2022). To ensure representativeness, the study used stratified random sampling, dividing firms into 14 sub-sectors, and then employed systematic sampling to select a final sample of 258 firms. This was calculated using Taro Yamane's (1967) formula with a 95% confidence level and a 5% margin of error as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size

N = Population size

e = level of precision desired $\implies e = 1 - \text{Confidence level}$

Hence,

$$n = \frac{725}{1 + 725(0.05)^2} = 257.82361$$

$$n = 258$$

A total sample of 258 firms was therefore selected for participation in the study.

Primary data was gathered using a semi-structured questionnaire adapted from validated empirical surveys, tailored to the local context and divided into five sections addressing the objective of the study. The semi-structured format was chosen for its reliability and comparability. Data analysis incorporated both descriptive and inferential statistics. The descriptive statistics summarized the profiles of the respondents and the manufacturing firms, while the *Chi-square test* was used to test the associations between green product quality and customer loyalty. To test the hypothesis, ordinal regression analysis was performed at the 5% significance level. The ordinal regression model used was as follows:

$$\log \left\{ \frac{P(Y \leq j)}{P(Y > j)} \right\} = \beta_0^j + \beta_1 GPQ$$

Where:

$P(Y \leq j)$ = the cumulative probability of green customer loyalty being at or below category j

GPQ = Green Product Quality.

This model was used to establish the nature and extent of the influence of green product quality on green customer loyalty.

To deepen understanding of green product quality and customer loyalty in sustainable manufacturing, a qualitative content analysis was conducted using open-ended questionnaire responses and interview data from 14 manufacturing and service sub-sectors in Nairobi City County. Guided by Braun and Clarke's (2006) thematic analysis framework, the process involved data familiarization, coding, and theme development aligned with the study's objective. The resulting themes offered rich contextual insights into how B2B customers perceive green product quality and its influence on loyalty, complementing and triangulating the quantitative findings.

3. RESULTS AND DISCUSSION

Chi-Square Test

To assess the relationship between green product quality and customer loyalty, the study employed the *Chi-square test* of independence, given that both variables were categorical in nature. The *Pearson Chi-square statistic* was used to test the null hypothesis that green product quality does not significantly correlate with customer loyalty. According to the conventional threshold for statistical significance, a *p-value* below 0.05 would warrant rejection of the null hypothesis at the 5% significance level. The results revealed a *Pearson Chi-square* value of 205.673 with 20 degrees of freedom and a *p-value* of 0.000. Since the *p-value* was well below the 0.05 threshold, the null hypothesis was rejected. The results are presented in **Table 1**.

Table 1: Chi Square Tests between Green Product Quality and Green Customer Loyalty

Variable	Green Product Quality		
	<i>Chi- Square Value</i>	<i>Df</i>	<i>p – value (sig.)</i>
Customer Loyalty	205.673	20	0.000

These findings indicate a statistically significant association between green product quality and customer loyalty among manufacturing firms in Nairobi City County. This implies that the manufacturing firms that offer higher-quality green products are more likely to cultivate loyal customer bases.

Regression Analysis

To further explore the nature and strength of this relationship, an ordinal regression analysis was conducted. The model tested the hypothesis that green product quality does not significantly predict customer loyalty. The regression results demonstrated a positive and statistically significant coefficient for green product quality ($\beta = 0.804$, $p = 0.007$), suggesting that improvements in green product quality are associated with increased levels of customer loyalty. The parameter estimates from the ordinal regression model are presented in **Table 2**.

Table 2: Parameter Estimates for the regression Model

	<i>Estimate</i>	<i>Std. Error</i>	<i>Sig.</i>	<i>95% Confidence Interval</i>	
				<i>Lower Bound</i>	<i>Upper Bound</i>
Customer loyalty = 3.00	-1.103	1.311	.400	-3.672	1.465
Customer loyalty = 4.00	2.970	1.244	0.017	0.532	5.407
Green product quality	0.804	0.300	0.007	0.216	1.391

The ordinal regression analysis revealed a statistically significant and positive relationship between green product quality and customer loyalty ($\beta = 0.804$, $p = 0.007$), affirming that enhancements in environmental product attributes, such as eco-friendly materials, energy-efficient production, and recyclable packaging, correlate with increased customer commitment. These findings are consistent with those of Gelderman *et al.* (2021) and Dewi *et al.* (2023) both of which reported a strong positive relationship between green product quality and customer loyalty. Recent empirical studies further reinforce this relationship. Fabian (2023) found that customers who

perceive green products as high quality tend to report higher satisfaction and loyalty levels, suggesting that emotional bonds formed through green product experiences can drive long-term brand allegiance. However, contrasting evidence from Handriana *et al.* (2021) and Creignou and Nuangjamnong (2022) suggests that the effect may be weaker or more indirect in certain contexts. These discrepancies may stem from geographical, cultural, or sectoral differences. In Kenya's manufacturing sector, where sustainability is increasingly being prioritized, the direct and robust relationship observed in this study may reflect a growing consumer consciousness and demand for environmentally responsible products.

A systematic review by Adnan *et al.* (2023) further contextualizes these findings within broader green marketing trends. Analyzing a decade of research, the review highlights that customer loyalty is frequently linked to green product quality, green image, and customer satisfaction. Structural Equation Modelling (SEM) was commonly used to validate these relationships, underscoring the methodological rigor in this domain. From a theoretical standpoint, the findings resonate with the Diffusion of Innovation Theory, which postulates that innovations are adopted based on perceived attributes such as relative advantage, compatibility, and observability. Green product quality, in this context, serves as a visible and advantageous innovation that not only meets environmental expectations but also enhances customer loyalty. Practically, these insights emphasize the strategic importance of integrating green product quality into core business practices. Manufacturing firms in Nairobi therefore stand to benefit from adopting environmentally responsible production methods not only by meeting evolving customer expectations but also by securing long-term competitive advantages. The integration of green practices is not merely a compliance exercise but a transformative strategy that aligns with global sustainability goals and local market dynamics.

4. CONCLUSION AND RECOMMENDATIONS

From the findings of the study, it can be concluded that green product quality has a significant and positive influence on green customer loyalty among manufacturing firms in Nairobi City County. This indicates that environmentally conscious product design and performance play a key role in building and sustaining loyal customer relationships. These findings align with previous research in both the B2B and B2C contexts, demonstrating that green product quality is a key driver of customer loyalty, particularly in settings where sustainability concerns are increasingly gaining prominence. Several recommendations from this study include the following:

- (i) Strategic Focus on Green Product Quality:** Manufacturing firms should prioritize green product quality in their sustainability and marketing strategies. Investments in eco-friendly materials, energy-efficient processes, and environmentally responsible packaging cannot only meet growing customer expectations but also build strong, loyal customer bases.
- (ii) Transparent Communication of Green Efforts:** Firms should actively communicate their green initiatives and product quality improvements to stakeholders. Clear and credible communication helps enhance the perceived value of these efforts, translating into increased customer loyalty.
- (iii) Context-Specific Strategies:** Given the Kenyan manufacturing sector's unique market dynamics and environmental concerns, firms should tailor green product quality initiatives to the local context. This includes aligning green efforts with regulatory frameworks and

customer preferences in Kenya. Capacitating employees and sensitizing customers on the advantages of green products will have a great impact on the same.

- (iv) Future Research:** Further research should explore how green product quality interacts with other green marketing variables such as green branding or green pricing to influence customer loyalty across various manufacturing subsectors in Kenya.

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