

Brand Trust Through Green Internal Marketing: A Literature Review and Its Implications For Higher Education Indonesia-Malaysia

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Abstract. This article analyzes recent research on the role of Green Internal Marketing in brand development within higher education institutions, with a particular focus on Indonesia and Malaysia. This research used a systematic literature review to identify effective Green Internal Marketing practices and their effects on institutional brand image and competitiveness. The findings indicate that implementing Green Internal Marketing strategies can increase environmental awareness among staff and students, enhance a sustainable brand identity, and improve the institution's reputation. The study also examines specific challenges and opportunities in applying this concept to the higher education sector in Indonesia and Malaysia. The research framework can benefit from empirical research to develop a deeper understanding of these practices. Practical and theoretical implications are provided to help policymakers and higher education managers adopt Green Internal Marketing approaches to build strong and sustainable brands.

Keyword: Green Internal Marketing, Brand Building, Higher Education Institutions, Indonesia, Malaysia and Systematic Review

1 Introduction

Green Internal Marketing, an extension of the internal marketing concept, focuses on instilling sustainability values and practices within organizational culture, which in turn reflects in the institution's external brand image. The integration of environmentally friendly practices into internal marketing strategies can significantly enhance brand perception and stakeholder loyalty [1], [2]. The concept of brand building through Green Internal Marketing has emerged as a crucial strategy for organizations to develop a sustainable image and increase competitiveness [3], [4], [5]. In the rapidly evolving landscape of higher education, universities in Indonesia and Malaysia are increasingly recognizing the importance of environmental sustainability and its potential impact on brand building. As global awareness of environmental issues continues to grow, higher education institutions are under pressure to not only implement sustainable practices but also to effectively communicate these efforts to their stakeholders [1], [4]. This shift has led to the emergence of Green Internal Marketing as a strategic approach to brand building in the higher education sector. Green Internal Marketing, which focuses on promoting environmentally friendly practices within an organization, has gained significant traction in

recent years [2], [5]. By aligning internal processes and employee behavior with sustainable goals, universities can create a cohesive and authentic green brand image [6], [3].

The context of Indonesia and Malaysia presents unique challenges and opportunities for implementing Green Internal Marketing strategies in higher education. Both countries have seen a growing emphasis on sustainability in their education sectors, with various initiatives being undertaken at institutional and national levels [7], [8]. However, challenges such as resource constraints, cultural barriers, and varying levels of environmental awareness among stakeholders persist [9], [10]. Recent studies have highlighted the potential benefits of Green Internal Marketing for brand building in higher education. These include enhanced reputation, Increased Student And Staff Engagement, Improved Operational Efficiency, And Greater Alignment With Global Sustainability Goals [11].

However, the implementation of Green Internal Marketing strategies is not without its challenges. Universities must navigate complex organizational structures, diverse stakeholder expectations, and potential resistance to change [12]. Additionally, there is a need for robust measurement and reporting mechanisms to demonstrate the impact of green initiatives on brand value and overall institutional performance [13], [14]. This literature review aims to explore the concept of brand building through Green Internal Marketing and its specific implications for higher education institutions in Indonesia and Malaysia. By synthesizing insights from recent studies and examining current practices, we seek to provide a comprehensive understanding of the potential benefits, challenges, and best practices in this field. Furthermore, we will investigate how Green Internal Marketing can be effectively integrated into the broader brand strategy of universities, considering the unique socio-cultural and economic contexts of Indonesia and Malaysia [15]. As universities in both countries strive to enhance their global competitiveness and contribute to sustainable development goals, this review aims to offer valuable insights and practical recommendations for leveraging Green Internal Marketing in brand building efforts. By critically analyzing the existing literature and identifying gaps in current research, we hope to contribute to the ongoing dialogue on sustainable practices in higher education and pave the way for future studies in this crucial area [16], [17], [18], [19], [20].

2 Literature Review

2.1. *Resource-Advantage Theory (TRA)*

Resource-Advantage (R-A) theory is a strategic framework that explains how firms can achieve competitive advantage through unique and valuable resources [21]. This theory posits that companies possessing superior resources and utilizing them effectively will attain a position of competitive advantage in the market [22]. The importance of a firm's internal resources as the foundation for long-term strategy is emphasized in the literature. These resources and capabilities are considered the primary basis for strategy formulation [23]. The “VRIO“ framework (Value, Rarity, Imitability, Organization) further develops this concept, explaining that resources must be valuable, rare, difficult to imitate, and supported by the organization to create sustainable competitive advantage [24]. R-A theory has been applied in the context of human resource management, highlighting the significance of "Human Resource Advantage"

as a source of competitive advantage [25]. The application of R-A theory in green marketing has been explored, demonstrating how companies' resources and capabilities can be used to create value through sustainable marketing strategies [26].

In the digital era, R-A theory has been expanded to include digital resources and technological capabilities as sources of competitive advantage [27]. R-A theory has been applied specifically in the context of higher education in Indonesia, showing how universities can use their unique resources to build strong brands in an increasingly competitive education market [28]. The role of R-A theory in driving sustainable innovation in higher education institutions has been examined, emphasizing the importance of integrating sustainability practices into university branding strategies [29]. Research has investigated how R-A theory can be applied in green marketing strategies, highlighting the importance of building organizational capabilities that support sustainability initiatives [30].

The application of R-A theory in the context of global competition in higher education has been analyzed, emphasizing the importance of building strong and distinctive brands to attract international students and staff [31], and the application of R-A theory in green marketing emphasizes the development of organizational capabilities that support sustainability, forming a basis for linking Green Internal Marketing with brand building in higher education institutions in Indonesia and Malaysia [30]. The role of R-A theory in promoting sustainable innovation through the integration of sustainability into university branding strategies aligns with the concept of Green Internal Marketing [29]. The use of R-A theory in global higher education competition underscores the need for strong, distinctive brands to attract international students and staff, which is particularly relevant for Indonesian and Malaysian institutions using Green Internal Marketing [31].

2.2. Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is a widely used model in social psychology that aims to predict and explain human behavior in specific contexts [32]. It posits that behavioral intentions are the best predictors of actual behavior, and these intentions are influenced by three main factors: attitudes toward the behavior, subjective norms, and perceived behavioral control [33]. Attitudes refer to an individual's overall evaluation of the behavior, while subjective norms relate to the perceived social pressure to perform or not perform the behavior [34]. Perceived behavioral control represents an individual's perception of the ease or difficulty of performing the behavior and is assumed to reflect past experiences and anticipated obstacles [35]. A comprehensive review of the TPB has shown its efficacy in predicting intentions and behavior across various domains, with perceived behavioral control being a particularly important factor in situations where individuals may have incomplete volitional control over their behavior [36].

Theory of Planned Behavior (TPB) has been used to analyze factors influencing students' intentions, and this approach can be extended to explore how Green Internal Marketing affects students' perceptions of the institution's brand and their likelihood of engaging in sustainable behaviors [37]. TPB's relevance in technological innovation contexts suggests its potential to guide the integration of green technologies in higher education institutions, thereby enhancing their sustainable brand image [38]. Furthermore, TPB's adaptability in crisis situations, as demonstrated by recent research, highlights its potential for guiding Green Internal Marketing

strategies during challenging times, such as the ongoing recovery from the covid-19 pandemic [39]. The application of TPB in sustainable entrepreneurship contexts also indicates its usefulness in fostering eco-entrepreneurial mindsets among staff and students, which could lead to innovative green initiatives that strengthen the institution's brand identity [40]. Additionally, cross-cultural applications of TPB underscore its importance in understanding green behavior across various contexts, which is particularly relevant for higher education institutions in Indonesia and Malaysia operating within multicultural environments [41].

2.3 Green Internal Marketing

Green Internal Marketing is a strategic approach designed to align employees' attitudes and behaviors with an organization's environmental goals and initiatives [3]. This strategy recognizes the crucial role that staff members play in implementing and sustaining an institution's sustainability efforts [6]. By fostering an environmentally conscious organizational culture, universities can enhance their environmental impact and strengthen their brand image [5].

Internal marketing strategies have been effective in promoting sustainability in service-oriented sectors [4], making them directly applicable to the higher education sector in these regions. Research shows that employees in organizations that practice Green Internal Marketing tend to experience higher job satisfaction and greater loyalty to their institution [2]. By effectively communicating and implementing green practices within the organization, educational institutions can create a unique value proposition that differentiates them from competitors [42]. Studies also indicate that internal marketing strategies can successfully inspire employees to adopt and advocate for eco-friendly behaviors, leading to more sustainable operations[1].

2.4. Brand Trust

Contemporary brand trust strategies increasingly emphasize digital engagement, utilizing platforms like social media to forge deeper connections with target demographics [43]. Concurrently, the significance of a cohesive brand identity persists, with uniform messaging and visual cues playing a pivotal role in fostering brand recognition and customer loyalty [44]. In response to growing environmental concerns, brands are adopting sustainable practices and social responsibility initiatives to enhance their appeal to ethically-minded consumers [45]. This approach is particularly pertinent in markets like indonesia, where local cultural nuances and consumer behaviors significantly shape effective brand strategies [46].

In the digital realm, crafting meaningful online interactions has become crucial for nurturing customer loyalty and maintaining a robust brand presence [47]. Complementing these digital efforts, experiential marketing has emerged as a potent tool for brand trust, creating lasting impressions that foster emotional connections and bolster brand allegiance [48]. The advent of artificial intelligence and machine learning in brand strategy offers new avenues for personalized, data-driven branding approaches [49]. Nevertheless, as markets become increasingly global, brands face the challenge of maintaining consistency while adapting to diverse cultural contexts [50]. Internal branding has gained recognition as a critical component, with employee engagement and advocacy significantly influencing external brand perception.

This highlights the importance of aligning organizational culture with external brand communications [51]. These modern strategies are built upon foundational branding principles that have evolved to meet the changing dynamics of consumer preferences and business landscapes [52].

3 Research Method

This research employs a qualitative approach through a comprehensive literature review, critically examining knowledge, ideas, and findings to provide theoretical and methodological contributions to the study of brand trust through Green Internal Marketing in higher education, with a focus on Indonesia and Malaysia. The literature review encompasses a wide range of scientific works, including journal publications, books, and conference proceedings. This study incorporates the most relevant and recent evidence from various reviewed sources, presenting the information descriptively to highlight its applicability to higher education institutions in Indonesia and Malaysia. The data utilized in this study is secondary, comprising previous research reports and journal articles. The researchers conducted internet searches and leveraged management journal databases such as sciendirect, ebsco, emerald, elsevier, and scopus to identify publications meeting the predetermined criteria relevant to Green Internal Marketing and brand trust in the context of higher education.

The research process, as illustrated in figure 1, encompasses several stages: identification, screening, eligibility assessment, and article clustering. This systematic approach resulted in the selection of 41 articles for in-depth analysis. Graphic 1 provides a visual representation of the source journals, highlighting the distribution of selected articles across various publications. These publications offer valuable insights into green marketing practices, brand trust strategies, and their applications in the educational sector. This literature review aims to synthesize existing knowledge on Green Internal Marketing and its impact on brand development, particularly within the context of higher education institutions in Indonesia and Malaysia. By examining current research trends and findings, this study seeks to provide implications and recommendations for universities in these countries to enhance their brand identity through sustainable and environmentally conscious internal marketing practices.

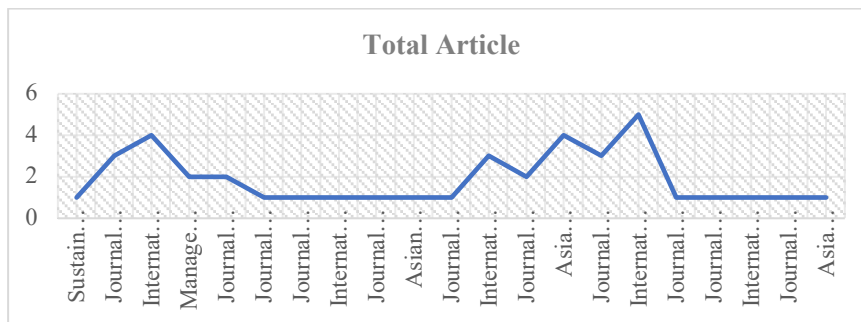


Fig. 1. Journal Grouping

4 Discussion

The theoretical foundation of GIM in higher education draws from several key concepts, including Stakeholder Theory, Social Identity Theory, Resource-Based View, *Resource Advantage Theory* (TRA), Theory Of Planned Behavior and Institutional Theory [1], [2], [4]. Empirical studies have shown that universities in both Indonesia and Malaysia are increasingly adopting GIM practices, integrating sustainability into their curricula and campus operations [7], [8]. This shift has been found to positively impact the brand image of these institutions, enhancing their competitiveness in attracting students and funding [6], [3], [12]. Furthermore, GIM practices have been linked to increased employee engagement and job satisfaction within higher education settings, which is crucial for retaining talented staff and faculty [9].

Research indicates that students are increasingly considering universities' sustainability efforts in their choice of institution, a trend observed in both Indonesia and Malaysia [11], [53]. However, implementing GIM in higher education faces challenges, including resource constraints and resistance to change, which are particularly pronounced in developing countries [11], [10]. The cultural context plays a significant role in the effective implementation of GIM practices. Studies emphasize the importance of adapting these practices to local cultural norms, which is crucial for universities in Indonesia and Malaysia given their unique cultural landscapes [13]. Technology integration is also becoming increasingly relevant for universities in these countries as they digitalize their operations, facilitating more effective GIM practices [14], [15]. Policy support is identified as a critical factor in promoting GIM in higher education. While both Indonesia and Malaysia are making progress in this area, further development is needed [7], [16], [17]. GIM practices have also been found to stimulate sustainability-focused research and innovation in universities, presenting opportunities for institutions in Indonesia and Malaysia to enhance their research profiles [18], [19], [20].

Table 1. Definition and dimensions of Green Internal Marketing

Author(s)	Year	Journal	Definition of Green Internal Marketing	Dimensions
D. Demirović bajrami	2024	Sustainability	Promoting sustainable practices and environmental consciousness among employees within an organization.	<ul style="list-style-type: none"> - employee engagement in sustainability - green organizational culture - sustainable internal communication
I.H. Qureshi	2022	Journal Of Cleaner Production	Process of aligning, motivating, and empowering employees at all levels to implement environmental sustainability.	<ul style="list-style-type: none"> - green training and development - employee environmental awareness - green performance management
I.A. Elshaer	2024	International Journal Of Contemporary Hospitality Management	Strategic approach to promote environmental values and practices among employees to achieve organizational sustainability goals.	<ul style="list-style-type: none"> - green internal branding - sustainable hrm practices - environmental leadership

Author(s)	Year	Journal	Definition of Green Internal Marketing	Dimensions
M.M. Al-majali	2020	Management Science Letters	Application of marketing principles to promote green ideas and practices within the organization.	<ul style="list-style-type: none"> - green internal communication - employee environmental behavior - green organizational commitment
C. D'souza	2015	Journal Of Strategic Marketing	Internal marketing strategies aimed at increasing employee awareness and involvement in environmental initiatives.	<ul style="list-style-type: none"> - environmental knowledge dissemination - green employee empowerment - eco-friendly workplace practices
K.K. Papadas	2019	Journal Of Business Research	Integration of environmental concerns into organization's internal marketing strategies to create green culture and behavior.	<ul style="list-style-type: none"> - strategic green marketing orientation - tactical green marketing orientation - internal green marketing mix
E. Amireh	2021	Journal Of Business Research	Green Internal Marketing is a strategic approach that integrates environmental sustainability into an organization's internal marketing efforts, aiming to cultivate environmentally responsible behaviors and attitudes among employees.	<ul style="list-style-type: none"> -green internal communication -green training and development -green employee empowerment -green rewards and recognition -green organizational culture

Table 2. Definition and dimensions of brand trust

Author(s)	Year	Journal	Definition of brand trust	Dimensions/key findings
B.L. Song	2023	Journal Of Brand Management	The strategic process of creating and enhancing brand equity through consistent communication and experiences.	<ul style="list-style-type: none"> -brand identity creation -customer engagement - brand loyalty development
A. Muradov	2019	International Journal Of Marketing Studies	A multifaceted approach to developing a strong, positive perception of a company or product in consumers' minds.	<ul style="list-style-type: none"> - brand awareness -brand associations - perceived quality - brand loyalty
Istijanto	2023	Asian Journal Of Business Research	A strategic process of creating and managing brand equity to develop a strong market presence.	<ul style="list-style-type: none"> - brand differentiation - brand relevance - brand esteem - brand knowledge

Author(s)	Year	Journal	Definition of brand trust	Dimensions/key findings
M.S.M. Saleh	2021	Journal Of Islamic Marketing	The systematic approach to creating and nurturing a brand's value proposition and emotional connection with consumers.	<ul style="list-style-type: none"> - brand values alignment - cultural relevance - brand trust - customer relationship management - brand identity development
K.C. Bagus Wicaksono	2018	International Journal Of Business Studies	A comprehensive strategy to develop and maintain a strong brand presence in the competitive marketplace.	<ul style="list-style-type: none"> - market positioning - brand communication strategies - customer loyalty programs - brand storytelling - digital brand presence - brand community trust - sustainable brand practices - brand image development
A. Juhaidi	2024	Journal Of Product & Brand Management	The process of crafting and reinforcing a unique brand identity that creates value for both the company and its customers.	<ul style="list-style-type: none"> - customer touchpoint management - brand extension strategies - brand equity measurement - brand personality development - consistent brand messaging - customer experience management - brand performance metrics - brand identity creation
J. Ngo	2017	Asia Pacific Journal Of Marketing And Logistics	A strategic approach to creating and managing brand associations that differentiate the brand and resonate with target consumers.	<ul style="list-style-type: none"> - internal brand alignment - external brand communication - brand equity management
E. Sofia	2023	Journal Of Strategic Marketing	The continuous process of developing and maintaining a strong, positive brand perception through various marketing efforts.	
J.S.Y. Ho	2011	International Journal Of Business And Society	A holistic approach to creating and nurturing brand value through strategic planning and consistent execution across all brand touchpoints.	

In the context of higher education in Indonesia and Malaysia, the integration of Green Internal Marketing and brand trust is becoming increasingly significant as universities seek to strengthen their brand equity while promoting sustainability. Research indicates that embedding green practices into internal marketing strategies can significantly contribute to brand-trust efforts within these institutions [43], [47], [15]. For instance, aligning brand values with environmental sustainability can help universities create a unique brand identity that resonates with environmentally conscious stakeholders [47]. Additionally, by cultivating a green organizational culture, universities can enhance brand differentiation and market relevance [1], [46].

The implementation of Green Internal Marketing practices, such as sustainable human resource management and environmental leadership, also contributes to the development of a strong brand personality and consistent brand messaging [4], [51]. This is crucial as a strong and consistent brand personality can foster trust and loyalty among students, staff, and the broader community [54]. Consequently, universities in Indonesia and Malaysia can build a compelling brand narrative by emphasizing their commitment to sustainability, which in turn can improve their market positioning and attract environmentally conscious students and partners in an increasingly competitive educational landscape [49].

The importance of further exploring Green Internal Marketing lies in its direct influence on how higher education institutions can build and maintain a strong brand identity that aligns with modern values, particularly in terms of sustainability. As sustainability becomes a critical factor in the decision-making processes of students, parents, and partners, universities that successfully integrate green practices into their internal operations and branding efforts are likely to gain a competitive edge [15]. In Indonesia and Malaysia, where the educational sector is becoming increasingly competitive, institutions that prioritize and promote environmental responsibility through their brand messaging can differentiate themselves in the market [12]. This not only enhances their appeal to a growing demographic of environmentally conscious stakeholders but also strengthens their reputation as leaders in sustainable education [47]. Therefore, studying Green Internal Marketing and its impact on brand trust in higher education is crucial for institutions aiming to expand their influence in this evolving landscape [49].

5 Conclusion

This article highlights the importance of implementing Green Internal Marketing (GIM) in brand development within higher education institutions in Indonesia and Malaysia. Through a literature review, it was found that GIM can enhance environmental awareness among staff and students, strengthen a sustainable brand identity, and improve the institution's reputation [1], [2]. The application of GIM strategies not only contributes to a positive institutional image but also prepares graduates to meet the demands of a job market that increasingly prioritizes sustainability skills [16], [50]. However, challenges such as resource constraints, cultural barriers, and resistance to change remain obstacles that need to be addressed [9], [10].

This review relies on 40 selected articles, which may not encompass all relevant GIM practices across higher education institutions. Some existing studies may have biases or limitations in their methodologies [3], [5]. The research is focused on the contexts of Indonesia and Malaysia, meaning that the findings and recommendations may not be fully applicable to other countries

with different cultural and economic contexts [4]. Given the rapid changes in sustainability practices and marketing, some findings in the reviewed literature may already be outdated or no longer relevant [6]. While this article provides recommendations, the practical implementation of GIM in higher education institutions can vary and be influenced by many external factors that are not fully addressed in this review [1],[2], while this review offers valuable insights into GIM and brand development, it is essential to continue further research to address these limitations and explore best practices that can be applied in various contexts.

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