

# GREEN INNOVATION VALUE CREATION PERSPECTIVE IN IMPROVING MARKETING PERFORMANCE IN PALM OIL PLANTATION INDUSTRY

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GREEN INNOVATION VALUE CREATION PERSPECTIVE  
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## ABSTRACT

The Green Marketing concept integrates marketing management by saving the environment, which includes reforestation, ecological, and sustainable design and development processes. Therefore, the purpose of implementing Green marketing is to continuously improve the company's performance by complying with environmental regulations. In the process of the oil palm plantation industry, which is not done by following the applicable regulations, especially for eco- friendly aspects, so that consumers often reject Indonesian CPO products. This study aimed to determine the factors that influence green marketing in the oil palm plantation industry. This study used several variables, including green marketing, positional advantage, green innovational value creation and marketing performance. This study also added green innovational value creation to mediate the relationship with green marketing and marketing performance. The sample in this study was 125 company leaders consisting of Director of Operations, Production Manager and Certification Leaders from 52 companies that have been certified ISO/ISPO. This study used descriptive analysis and SEM (Structural Equation Model) analysis. The result of this research is that green marketing has a significant effect on increasing marketing performance. Green marketing has a positive and significant effect on positional advantage. Green marketing has a positive and significant effect on increasing green innovational value creation. Positional advantage has a positive effect on increasing marketing performance. Green innovational value creation has a positive and significant effect on marketing performance. In addition, green innovation value creation mediates the relationship between green marketing and increased marketing performance of the Oil Palm Plantation Industry.

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**Keywords:** Palm oil, ISO/ISPO, green marketing, marketing performance, positional advantage, green innovational value creation.

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## 1. INTRODUCTION

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In the Indonesian economy, the palm oil industry has a strategic role, including the largest foreign exchange earner, the locomotive of the national economy, energy sovereignty, driving the people's economic sector, and employment. Indonesia's oil palm

plantations are growing fast and reflect the oil palm revolution. Indonesian oil palm plantations are growing in 22 of the 33 provinces in Indonesia. The two main islands of the oil palm plantations center in Indonesia are Sumatra and Kalimantan. Palm oil is renowned for its versatility in a variety of consumer products including cooking oil, snacks, shampoos, cosmetics and household care products. The sustainability aspect of oil palm plantations is under the spotlight. The development of oil palm plantations in Indonesia is perceived unsustainable and considered the main cause of deforestation and loss of wildlife habitat.

The impact of deforestation is certainly not small, starting from the reduction of primary forests (forests that have never been touched by humans), the extinction of protected species and biodiversity, and global warming. According to Ramadhani and Santoso, (2019) The government needs to improve its marketing strategy by promoting and advocating in the face of the black campaign for Indonesian palm oil. In addition, the government must have strong regulations to use degraded land and reduce the destruction of biodiversity. Indonesia can protect its biodiversity by halting the conversion of natural forests to oil palm land. In addition, the government does not only focus on crude oil and refined palm oil products, but the government must also diversify palm oil products processing palm oil to the downstream sector.

The potentials and opportunities for oil palm development in Indonesia indicate that oil palm has positive prospects in the future, especially in terms of added value and competitiveness. Sustainable palm oil is becoming the 'norm', consumers should be given the choice to understand that palm oil can be produced in many different ways. Opportunities for the oil palm plantation industry in Indonesia must strive to improve competitive quality with the aim of achieving maximum economic performance. One of which is determined by the company's ability in implementing a mix marketing strategy. Various problems that occur become obstacles and challenges in the sustainable development of the Indonesian palm oil industry, so clear and firm policies are needed regarding the restrictions and management of oil palm plantations, so that no more part is harmed.

One pattern that should be done in the development of Indonesian palm oil is applying marketing based on the values of green innovation. The application of green innovation and environmental commitment is expected to shape product success. The successful achievement of new products with the implementation of green innovation requires the support of all parties, especially the organization's commitment efforts in preserving the natural environment. This is a step taken by stakeholders in the palm oil industry to align the environmental interests and market demands, so that responding to the demanding global challenge of sustainably produced palm oil.

This commitment requires the support of environmental management as an effective basis for entrepreneurial behavior (Keogh and Polonsky, 1998). Eco-friendly innovation known as green innovation is an effort made in industry that can conducted in all aspects and developed sustainably along with its development in terms of environmental aspects (Rennings, 2009). The right environmentally friendly innovation activities not only have the ultimate goal in reducing negative impacts on the environment but also have the ultimate goal in increasing the competitive advantage of green products (Porter and Linde, 1995).

The sustainable palm oil industry is defined as an industry that is profitable in business, generates socio-economic benefits for the community and contributes to environmental conservation. Palm oil which is only eco-friendly and not socio-economically friendly and not business-friendly, will not be sustainable, neither palm oil which is business and socio-economically friendly nor non eco-friendly will be sustainable. Supporting this comprehensive improvement in the palm oil industry through innovations derived from continuous research. The entire strategy of the company is always directed to produce these performances, so that the company's performance in this study is only seen from marketing performance, it can be said that it is a construct commonly used to measure the impact of a marketing strategy on marketing performance, such as eco-friendly innovation, product completeness, and competitiveness of eco-friendly products.

## 2. Literature Review and Theoretical Background

In this section there is an explanation of the literature relevant to this research related to the main theoretical basis of this research, green marketing, green innovation value creation and position advantage in the background of this research.

### 2.1 Resource Advantage Theory of Competition

This study used the main theoretical basis, namely the Resource Advantage Theory of Competition (RATC). This explains the theories derived from the Resource Advantage Theory of Competition (RA). The Resource Advantage Theory of Competition emphasizes the importance of resources, both tangible and intangible, to companies that enable efficient and effective production of market offerings that have value for multiple market segments. Competition consists of ongoing activities among companies for comparison to the company's advantage in resources by looking at market position, competitive advantage and superior financial performance (Hunt, 1995).

Competitive advantage in the context of the company, the company's internal resources and capabilities are inputs that allow the company to carry out operational activities and determine the right strategy choices to be able to compete in the modern business environment. The theory of resource advantage is built on errors by focusing on organizational strategy in pursuit of organizational advantage. Resource advantage theory (RA theory) explained that firms can increase their competitive advantage over other competitors through comparative advantage in resources which, in turn, leads to superior financial performance (Hunt & Morgan, 1996). The customer value is influenced by the way the company manages resources, both tangible and intangible. The way of managing resources is related to the company's orientation in achieving its vision, mission and goals. Green marketing orientation is a perspective of company leaders at various levels in realizing market competition and expanding market share.

### 2.2 Green Marketing

Green marketing is one of the most important strategies that business organizations conduct. On the one hand to gain the trust of consumers, the trust of governments and other parties working to protect the environment on the other. The organization's survival in the market

depends on its commitment to environmental and consumer protection standards from the damage that may arise from its work (Hersh, et.al, 2015).

Green marketing is a marketing mix that is different from the traditional marketing mix. Although the indicators remain the same, green marketing is more of a marketing activity that involves environmental factors as its main orientation. The application of green marketing has many positive impacts for the company. Some of the impacts of implementing green marketing internally are in the form of health, safety, worker safety, increasing comfort when doing work and will have an effect on the effectiveness, productivity and employees profitability. From an external perspective, it increases consumer loyalty and further improves the quality, safety and friendliness of the products produced. As well as improving the image of the company and playing a role in protecting the environment, both land, water and air.

The purpose of green marketing is not only to see profit as the only goal of the company, but an additional concern for the environment. According to John Grant (2007) in his book *The Green Marketing Manifesto*, he divided the goals of green marketing into 3 stages, they are:

1. Aim towards communicating that the brand or company is concerned about the environment. This stage is the initial stage for companies that apply the green marketing concept.
2. In addition to commercialization as the company's main goal, but also to achieve goals that affect the environment. The company tried to change the consumer's style of consuming/using the product. For example, saving paper, using used paper or recycled paper. Save water, electricity, the use of air conditioner, etc.
3. The company is trying to change consumer culture to be more eco-friendly. The expected consumer culture is concern for the environment in all activities without being affected by the company's products offered. The concept of green marketing becomes a communication tool for companies to make it an eco-friendly industry in the minds of consumers and helps in building relationships between consumers and companies.

### 2.3 Positional Advantage

Positional advantage is a concept derived from the approach to resource advantage theory (RA-Theory). According to Hunt and Morgan (1995), RA-Theory is a general theory of competition theory which explains that the fundamental purpose of resource-based strategy is to achieve a resource-based comparative advantage which can result in a position advantage in several market segments to gain a firm performance advantage.

Marketing resources and capabilities determine the quality of decisions and implementation of the company's marketing strategy. Furthermore, the quality of the marketing strategy will determine the superiority of the company's position, and that advantage will determine the marketing and financial performance (Morgan, 2012). The position advantage discussed here is the relative value of the marketing strategy results delivered to the target market with the customer's available alternatives. Positional advantages are described in terms of product features, services, prices, costs, image and delivery based on positional advantages (Morgan, 2012). It focuses on the positioning advantage based on image, namely the religious image of the company which still receives less attention from researchers.

According to Hult and Ketchen (2001) that position advantage has a positive effect on company performance. Beside this, the theory of competitive advantage refers to a position advantage over competitors, which come from the exploitation of capabilities based on low cost advantages and differentiation advantages (Hari & Wensley, 1988). And continuous performance has been considered in international business as a measure related to the economic value taken from the commercialization of the firm's capabilities (Hult et al., 2008). The conversion of resources and skills into positional advantage has been identified as the structural "boosters" of cost and differentiation advantage (Porter, 1985), and the combination of these creates value to customers. Conceptually, positional advantage is defined as a major advantage in relation to competition through the provision of low-cost or differentiated products (Porter, 1991). Market orientation will allow companies to determine through customer and competitor focus where value can be created in the competitive landscape. However, recently, it has been shown that market orientation is not solely responsible for improved performance.

#### 2.4 Green Innovation Value Creation

In an era that gives attention to the environment (ecosystem), companies must integrate ideas to protect the environment. For this reason, green innovation is very important for enterprise business management. Efficient management can create value, take advantage of competitive advantages, and improve company performance (Chang & Chen, 2013). Corporate leaders (executives), political leaders, educational administrators and religious leaders all profess to be innovative. In a broad sense, innovation is synonymous with change (Tushman & O'Reilly, 1997). Changes due to nature, designs that occur from human ingenuity, or individual cooperative efforts (Lee & Olson, 2010).

Green Innovation Performance (GIP) helps companies to achieve greater efficiencies and build and strengthen their core competencies. Innovation is the main way to reduce or avoid environmental damage. Green technology provides two main benefits to organizations: the commercial benefits of creating environmentally sustainable products, and the financial benefits that increase competitiveness. Customers around the world look forward to purchase increasingly eco-friendly products and services. Therefore green innovation is a strategic need for companies and provides a great opportunity to meet customer demands without damaging the ecosystem.

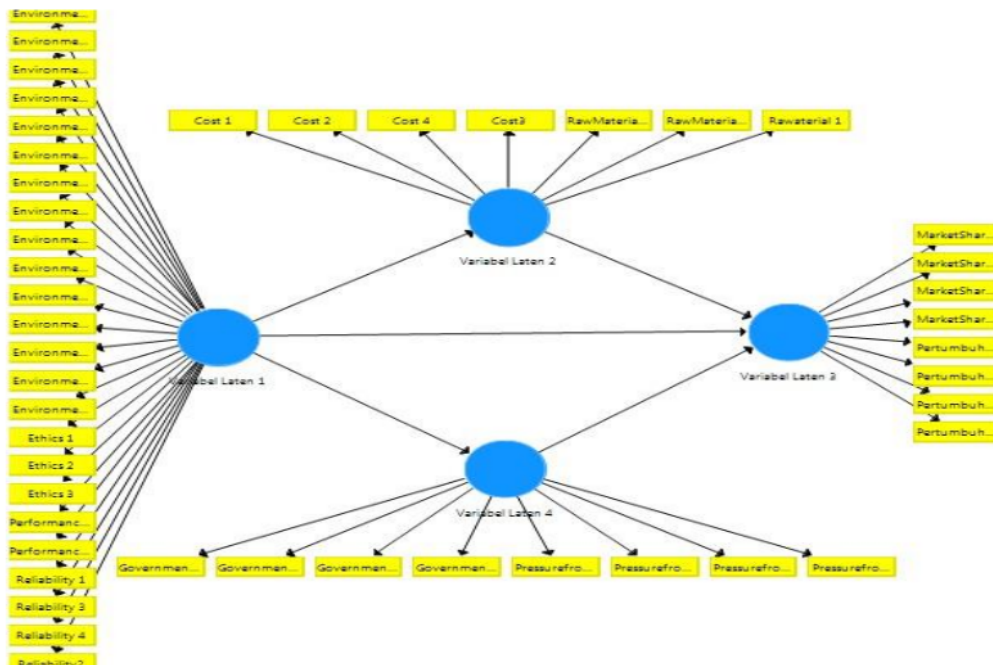
That there is a positive relationship between green innovation and job availability, and that this relationship contributes greatly to companies that are often referred to 'dirty' companies or companies that create waste this is because companies will feel a greater need to differentiate from companies that tend to do not create (clean) waste to avoid sanctions for not doing green innovation or to capture green market opportunities. There is also a positive relationship for companies that conduct green innovation practices based on awareness (voluntary), compared to companies that conduct green innovation activities only to comply with regulations. And there is also a positive relationship between employment and companies that always provide information for the increasing of interests conduct for green innovation (Kunapatarawonga & Ros, 2016).

### 3. Structural Equation Model Partial Least Square (SEM-PLS)

The data analysis technique of this research used Structural Equation Modeling (SEM) with SmartPartial Least Squares (PLS) software with the consideration that the statistical model is quite complex and is intended for knowledge exploration. Partial Least Squares (PLS) analysis is a multivariate statistical technique that makes comparisons between multiple dependent variables and multiple independent variables (Abdillah and Jogiyanto, 2015).

PLS model evaluation was done by evaluating the outer model and inner model. The outer model is a measurement model to predict the relationship between the estimated indicator or parameter and its latent variables, while the inner model is a structural model to predict.

In research models that use multidimensional constructs, namely constructs formed from dimensional constructs and indicators that form latent dimensional constructs, then testing or analysis was conducted at two levels, namely analysis on First Order Constructs or Lower Order Constructs (latent dimensional constructs that are reflected or formed by its indicators) and analysis on Second Order Constructs or Higher Order Constructs (constructs that are reflected or formed by latent construct dimensions).



### 4. Hypothesis Development

Company orientation towards Green Marketing practices is associated with green companies in the manufacture of goods, delivery and supply of goods and raw materials and promotional opportunities Chen and Chang (2012), Chen (2010), Vaccaro (2009) and Chan and Lau (2000), companies understand the role of green marketing and its long-

term impact on society (Amegbe, 2017). There is a positive relationship between green marketing strategy, business performance, and corporate image which has implications for managerial and policy in the industry (Mukonza and Swarts, 2019), green marketing is increasingly being recognized as specific context, with their own unique characteristics (McDonagh & Prothero, 2019). 2014), which is useful, for constructing a framework that operates different cultural, social, economic and political aspects (Steg & Vlek, 2009). Environmental impacts occur throughout the product life cycle, starting from the procurement of raw materials, the manufacturing process, the use of product recycling to the disposal stage (Zhu, Sarkis & Lai, 2008). The company's operational activities such as green products and processes in the form of development, operations management which tend to be lean and green, and to remanufacturing there are supply chains that tend to be closed (Bai and Sarkis 2010; Corbett and Klassen 2006; Kleindorfer et al. 2005).

The product has three elements that are in fact an effective business tactic, namely awareness, training and the environment (Newman, 1966). Products produced through innovation and promotion through advertising play an important role in the company's success. Starting from information about the product spread by advertising and word of mouth (Kalish, 1985). According to Rajeev (2016) the positive impact of companies implementing green marketing in the form of positive consumer responses, improving financial performance, providing a positive image of the company in the midst of consumers towards brands, and increasing profits for companies.

Consumer perceptions of product attractiveness positively affect product quality perceptions. Consumers who do not get information about a product and when consumers have no previous experience in using the product, the visual appearance of the product serves as an extrinsic cue that facilitates consumers' assessment of product quality (Garber et al. 2000). A product that is presented, affects consumer perceptions of product attractiveness for products that are not known, but not for products that are already known (Schnurr, 2016).

Competitive advantage refers to a firm's positional advantage in the market segment in which it operates. This advantage is based on delivering superior customer value and also achieving lower costs compared to competitors (Hooley & Greenley, 2005). Position advantages based on costs, promotions, and sales are key factors that improve firm performance (Hill, 1988). A company's positional advantage is the result of competitive strategy efforts to become a low-cost producer in the industry and/or differentiation in product/service lines (Martin, et.al, 2016). Companies that are interested in corporate image and social commitment should conduct positive performance activities. Employee job satisfaction and health and safety measures increase after social performance can be improved, thus the company always involves and participates in campaigning for the provision of eco-friendly logistics.



There is a strong correlation between green marketing and marketing performance (customer satisfaction, positive impression, organizational reputation), in the Company's industrial process. Product innovation and green innovation processes have a positive relationship in improving long-term performance and providing a competitive advantage for the company. In this case, the company's commitment is highly expected in terms of efficiency in energy use or reducing waste from production which will improve the company's financial performance (Yao, Zeng, Sheng and Gong, 2019).

## 5. Research Method

This research was conducted using explanatory research which was used to find and limit research problems so that they are applicable and researchable (Zigmund 2000). This research is an associative research because it connected and saw the influence of independent variables through mediating variables on the dependent variable either directly or indirectly. In accordance with the desired objectives in this study, namely obtaining the results of Green Marketing and Marketing Performance: 1) Green Marketing; 2) Positional Advantage; 3) Green Innovation Value Creation; 4) Marketing Performance.

The dimensions used to measure green marketing are: 1) green product; 2) green promotion; 3) green place; 4) performance; 5) reliability; 6) Ecolabel certificate. The dimensions used to measure positional advantage are: 1) Cost; 2) Differentiation; The dimensions used to measure marketing performance are: 1) Customer growth; 2) Market shares. And the dimensions that measured the value creation of green innovation are: 1) governmental pressures; 2) pressure from competitors.

The population of this research was the leaders and person in charge (GM, ADM, Manager) of oil palm plantation companies as many as 52 companies that have been certified ISPO/RSPO and ISO as well as other environmental certifications in North Sumatra Province as many as 125 samples, using a judgmental sample technique. Data collection by distributing questionnaires. After the questionnaires were distributed to the respondents, the data quality test was then conducted. The results of the test of the validity of the green marketing variable instrument in the table:

**Table 1.** Validity Test Results Using Outer Model on the Green Marketing (X1) instrument

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
1	There was a high awareness of the implementation of eco-friendly industries	<b>Green Product</b>	<b>0.896</b>	Valid
2	Products produced in the oil palm plantation industry do not contain ingredients that damage health		<b>0.757</b>	Valid
3	The products produced by the oil palm plantation industry have complied with the requirements of environmental responsibility.		<b>0.852</b>	Valid
4	Environmentally friendly products produced by the oil palm plantation industry provide good offers to consumers		<b>0.942</b>	Valid
5	Our company always promotes eco-friendly products	<b>Green Promotion</b>	<b>0.857</b>	Valid
6	In promotional activities, we always invite consumers to actively take care of the environment		<b>0.784</b>	Valid
7	We promote our eco-friendly products		<b>0.829</b>	Valid
8	The oil palm plantation industry promotes its industrial processes through the media and disseminates information to the public.		<b>0.863</b>	Valid

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
9	Employees who do not follow the instructions for implementing eco- friendly practices will be given strict sanctions from the company		0.906	Valid
10	Procurement of materials and tools in the company using an online system.		0.920	Valid
11	Oil palm plantation industry established environmental auditors to support 'eco- friendly' practices in companies		0.886	Valid
12	The oil palm plantation industry always monitors environmental practices in the company's location.	<i>Green Place</i>	0.844	Valid
13	The company always upgrades its environmental auditors.		0.869	Valid
14	The company always upgrades its environmental auditors.		0.866	Valid
15	The product result was proven not to damage the environment	<i>Performance (per)/ Kinerja</i>	0.847	Valid
16	Products were produced through processes that support eco-friendly activities		0.739	Valid
17	The reliability of the system in producing products lies in the governance of eco-friendly practices	<i>Reliability (Rel) / Keandalan</i>	0.856	Valid

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
18	The company is always aware of eco-friendly regulations set by consumers	<i>Ethics</i>	0.859	Valid
19	The products produced were always based on continuous improvement of environmental governance		0.864	Valid
20	The company has always been consistent in producing products based on eco-friendly practices		0.872	Valid
21	The products produced by the company always maintain environmental ethics in the process		0.874	Valid
22	The company always respects eco-friendly ethics in its business processes		0.883	Valid
23	The products produced by the company were standardized by RSPO/ ISPO and ISO		0.798	Valid

The test results shown in table 1 above, green marketing instruments are valid with a high value. So it is the right instrument to measure the green marketing variable.

Table 2. Validity Test Results Using Outer Model  
On Positional Advantage Instruments (X2)

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
1	The company always prepares a budget to carry out eco- friendly practices	<i>Cost</i>	0.898	Valid
2	The company made efficiency in eco- friendly processes		0.514	Not Valid Article Error
3	Efficient costs used in industrial processes makes the company superior to its competitors		0.854	Valid
4	The company prioritized and guaranteed costs for implementing eco- friendly practices		0.878	Valid
5	The government provided protection for the oil palm plantation industry	<i>Differentiation</i>	0.938	Valid Article Error
6	The company provided eco-friendly standardized raw materials		0.924	Valid Proofread
7	The company used raw material sources that are certified eco-friendly practices		0.907	Valid

From table 2, we can see that all instruments in the position advantage variable are valid. This showed that all instruments are the right instruments to measure the position advantage variable. Furthermore, to find out the validity of the marketing performance variables, it can be seen in table 3 below:

Table 3. Validity Test Results Using Outer Model  
On the Marketing Performance Instrument (Y)

No	Instrument	Attributes	PLS Model Outer Test Results	
			Value	Validity
1	The increase in the number of consumers was because the company is always concerned about environmentally friendly practices	Customer Growth	0.858	Valid

No	Instrument	Attributes	PLS Model Outer Test Results	
			Value	Validity
2	Customers are growing with the implementation of eco- friendly innovations.		0.727	Valid
3	More and more consumers are loyal because the company always follows eco-friendly innovations.		0.904	Valid
4	Monitoring based on eco-friendly practices is always conducted by the company in internal employees to increase customer needs.		0.926	Valid
5	Plantation industry products are able to meet customer needs.		0.913	Valid
6	The company is able to achieve the targeted market share.	<i>Market Share</i>	0.914	Valid
7	The oil palm plantation industry is able to cover the entire scope of the targeted market share using the available resources.		0.912	Valid
8	The application of eco-friendly practices was conducted to increase the marketing area.		0.916	Valid

5 Based on table 3, all instruments in the marketing performance variable are valid. The results of this validity test indicate that all instruments are the right instruments to measure the marketing performance variables.

Table 4 Validity Test Results Using Outer Model  
On the Green Innovational Value Creation (Z) Instrument

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
1	The green marketing system in the company's industrial processes was implemented based on government regulations to create environmentally-based innovations.	<b>Governmental Pressures (GP)</b>	<b>0.834</b>	Valid
2	Eco-friendly industrial process activities were conducted in accordance with strict government policies.		<b>0.867</b>	Valid
3	The government imposes sanctions on the oil palm plantation industry that does not follow eco-friendly industrial activities.		<b>0.853</b>	Valid
4	The company values green innovation in its business practices based on pressure from the government.		<b>0.603</b>	Tidak Valid
5	Our competitor companies have implemented environmentally friendly processes in their business processes.		<b>0.798</b>	Valid
6	Our competitors make efficiency in the process of utilizing waste in their industrial processes.		<b>0.822</b>	Valid
7	Competitors have green innovation values in their business processes.		<b>0.822</b>	Valid

No	Instrument	Attribute	PLS Model Outer Test Results	
			Value	Validity
8	Competitors are more agile and more efficient in conducting their business processes due to their innovation.		0.763	Valid

The above indicates that green innovational value creation is needed in industrial activities specifically for industries engaged in oil palm plantations, and this has been applied by companies and the oil palm plantation industry in conducting the process and producing suitable and environmentally friendly products. The creation of green innovation values in the oil palm plantation industry is very necessary in order to create the sustainable oil palm plantation industry in the future. Next is the reliability test, the results of the reliability test of the three variables are as follows:

Table 3. Reliability Test based on Cronbach's Alpha

	<i>Cronbach's Alpha</i>
X1 <i>Green Marketing</i>	0.984
X2 <i>Positional Advantage</i>	0.935
Y <i>Marketing Performance</i>	0.960
Z <i>Green Innovational Value Creation</i>	0.921

Table 3 above showed that the Composite Reliability (CR) value for each construct is > 0.7, which means that it has met the reliability requirements based on the calculation of the Composite Reliability (CR) value.

R Square evaluation results. R-square can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. The model is considered to have an effect if R<sup>2</sup> is greater than 0 (zero). The coefficient results of determination R<sup>2</sup> from the model can be seen in the following table:



Table 4. Research test results

	R Square	Adjusted R Square
<b>X2-Positional Advantage</b>	0.664	0.661
<b>Y Marketing Performance</b>	0.872	0.869
<b>Z Green Innovational Value Creation</b>	0.456	0.451

Based on the results of the R square test above, it is known as follows: Positional Advantage variable has a value of R square = 0.664 indicating that it has an influence of 66.4% on Marketing Performance. The Marketing Performance variable has a value of R square = 0.872 which indicates that it has an influence of 87.2%. In addition, mediation analysis was also conducted showing a summary of the direct influence between the research variables above, presenting of the indirect influence the summary of the variables in this study. The indirect effect of the Green Marketing variable on Marketing Performance (MP) through Positional Advantage is 0.414. Next, the indirect effect of Green Marketing (GM) on Marketing Performance (MP) through Green Innovational Value Creation (GIVC) is 0.172.

## 6. RESULTS AND DISCUSSION

Furthermore, the t-value analysis results that have been conducted were also used as a reference to reject or accept the hypothesis. In this case, by using a significance level of 5% ( $\alpha = 0.05$ ), and by using a confidence interval of 95%, the minimum limit value of the t-value (t-value) used was 1, 96. In this case, the hypothesis is rejected if the t-value is smaller than the minimum limit value that has been set, which is 1.96 (t-value 1.96). On the other hand, the hypothesis is accepted if the t-value is greater than the minimum limit value that has been set, which is 1.96 (t-value 1.96).

Research Hypothesis Testing

Hypothesis	Statement	Coefficient	T Statistics (tO/STDEVI)	P Values	Decision
H <sub>1</sub>	Green Marketing variable has a positive and significant effect	0.246	2.448	0.015	Hypothesis accepted

Hypothesis	Statement	Coefficient	T Statistics (tO/STDEVI)	P Values	Decision
	on Marketing Performance				
H <sub>2</sub>	Green Marketing variable has a positive and significant effect on Positional Advantage	0.822	17.783	0.000	Hypothesis accepted
H <sub>3</sub>	Green Marketing variable has a positive and significant effect on Green Innovational Value Creation	0.679	10.859	0.000	Hypothesis accepted
H <sub>4</sub>	Positional Advantage variable has a positive and significant effect on Marketing Performance in the oil palm plantation industry	0.524	3.689	0.000	Hypothesis accepted
H <sub>5</sub>	The Green Innovation Value Creation variable has a positive and significant effect on Marketing Performance	0.240	3.233	0.001	Hypothesis accepted
H <sub>6</sub>	The Green Innovation Value Creation variable mediates the relationship between Green	0.163	2.994	0.003	Hypothesis accepted

Hypothesis	Statement	Coefficient	T Statistics ( O/STDEVI )	P Values	Decision
	Marketing and Marketing Performance in the oil palm plantation industry			Run-on (ETS)	

The first hypothesis stated that the Green Marketing variable has a positive and significant effect on Marketing Performance in the oil palm plantation industry, where the statistical value showed that the path coefficient calculation is 0.246 and the P-Values are  $0.015 > 0.05$ . The results confirmed that there is evidence to support the first hypothesis with the decision accepted. The more intense the application of green marketing in the oil palm plantation industry has a relationship with increasing the marketing performance of the industry. Green marketing will be increasingly in demand in the future in the oil palm plantation industry as the market demands an environmentally friendly process. This description may be a reference for the oil palm plantation industry in conducting its industrial activities (processes).

The second hypothesis stated that the Green Marketing Variable has a positive and significant impact on Position Excellence in the oil palm plantation industry. The statistical value showed that the path coefficient for this hypothesis is 0.822 and the significance shows P-Values  $0.000 < 0.05$ . Statistically, these results support the first hypothesis with the conclusion that the hypothesis is acceptable. The application of green marketing in the activities of the oil palm plantation industry will further enhance the competitive position of the oil palm plantation industry in the market. The plantation industry has an obligation to run its industrial business by respecting the environment. And this has been implemented by the palm oil plantation industry by implementing ISPO and ISO standards based on environmental management so the sustainable Indonesian oil palm plantations could be created. The better the product produced from the process to its quality, the more superior the company's position in its business activities. Eco-friendly products are increasingly in demand by consumers, especially in the palm oil industry which produces products such as chocolate, edible oil, butter to shampoo raw materials. Large companies in Indonesia (eg Unilever Indonesia) have made investments to increase their palm oil refining capacity. This is in line with the Government of Indonesia's ambition to generate more income from domestic natural resources. Indonesia has been focused (and dependent) on exports of crude palm oil (and other raw materials) but in recent years has pushed for the processing of natural resource products so that they have higher selling prices (which serve as a buffer when the palm

oil prices slide). Refining capacity in Indonesia jumped to 45 million tonnes per year in early 2015, up from 30.7 million tonnes in 2013, and more than doubled 2012 capacity of 21.3 million tonnes. The description of activities in maintaining the quality of these products will further enhance the position of the palm oil industry in its business activities.

The third hypothesis stated that the green marketing variable has a positive and significant effect on the value creation of green innovation. Statistical results showed that the path coefficient for this hypothesis is 0.679 and the significance shows P-Values  $0.000 < 0.05$ . Statistically, these results support the third hypothesis with the decision of the hypothesis being accepted. In supporting the creation of green innovation values, the oil palm plantation industry applies the mandatory Indonesian Sustainable Palm Oil (ISPO). With the issuance of ISPO, Indonesia has declared its exit from the RSPO which is a monitoring group for sustainable practices on oil palm plantations issued by a group of importers/consumers of palm oil. With the issuance of ISPO, Indonesia officially has official and standard guidelines and regulations for sustainable palm oil plantations. This step is important not only for the implementation of sustainable production but is the beginning of Indonesia's palm oil diplomacy in the world market and creating a sustainable palm oil industry.

The fourth hypothesis stated that the position advantage variable has a positive and significant effect on marketing performance in the oil palm plantation industry. Statistical results showed that the path coefficient for this hypothesis is 0.524 and the significance shows P-Values  $0.000 < 0.05$ . Statistically, these results support the fourth hypothesis with the decision of the hypothesis being accepted. The more superior the position of the oil palm plantation company in its industrial process activities will further improve the marketing performance of the oil palm plantation industry. Competitive advantage has a positive and significant effect on marketing performance, in this case it also shows that increasing positional advantage will result in increased marketing performance in the oil palm plantation industry. The most dominant position advantage is reflected by the high dimensions of the availability of raw materials that use environmentally friendly materials.

The fifth hypothesis stated that the green innovation value creation variable has a positive and significant effect on marketing performance in the oil palm plantation industry. Statistical results showed that the path coefficient for this hypothesis is 0.143 and the significance shows P-Values  $0.021 < 0.05$ . Statistically, these results support the fifth hypothesis with the decision of the hypothesis being accepted. The creation of the value of green innovation in the oil palm plantation industry affects marketing performance, for this reason the company is emphasized to maintain the quality of products that have been trusted by consumers, besides that companies are required to innovate on their special products to the process and creation of products based on eco-friendly products.

The sixth hypothesis stated that the green innovation value creation variable mediates the effect of green marketing by increasing marketing performance in the oil palm plantation industry. The test showed that green innovation value creation mediates the effect of green marketing and increasing marketing performance on the oil palm plantation industry, with path coefficient values of 0.163 and P-Values being  $0.003 < 0.05$ . This means that the sixth hypothesis is statistically proven and accepted. Value creation in the process of the oil palm plantation industry is highly demanded to be improved considering that Indonesia is one of the largest producers of palm oil in the world along with Malaysia and other countries. Therefore, innovations that support environmentally friendly practices are increasingly needed in running the oil palm plantation business. Currently, Indonesia has established ISPO as one of the measuring tools for the national oil palm plantation industry process which has relevant principles for the management of oil palm plantations in the SDGs (sustainable development goals). The importance of sustainable palm oil certification is to ensure that the process in the oil palm plantation industry pays attention to various environmental and social aspects to ensure its sustainability. At the present time, Indonesian palm oil has been hit by many black campaign issues because it is considered damaging to the environment and also its derivative products which are boycotted by European countries. Therefore, the Indonesian government in improving the quality of the oil palm plantation industry issues sustainable palm oil certification (ISPO) whose principles pay attention to environmental and social aspects and increase value creation in innovation. Overall, it can be concluded that all hypotheses formulated in this study are accepted, where this has been proven based on the results of data analysis, related literature, and the results of previous studies.

## Conclusion

The tests conducted in this study on six hypotheses derived from the model between green marketing variables, as independent variables, green innovation value creation and position advantage as mediating variables and marketing performance as the dependent variable. From all the test results, these variables have a significant influence on the development of marketing performance in the oil palm plantation industry. Increasing the value of innovation (green innovation) in the palm oil plantation industry activities that are oriented to consumer demand based on technology improvements and R&D results.

## Implication

Based on the results of the data analysis that these variables can identify various obstacles/problems faced in the oil palm plantation industry and can be used as a reference for improvement and improvement of company performance in the future. As well as overcoming obstacles to rejection of the high production yield of the domestic oil palm plantation industry

more effectively, the oil palm plantation industry can be more selective in implementing the concept of green marketing by producing eco-friendly innovations. In addition to this in the form of the basis policy makers in the oil palm plantation industry

Frag. (ETS)

### Limitation and Suggestion

The research limitations need to be conveyed in each research result because many things cannot be captured in the research model. Therefore, in this study, the limitations include: There are differences in the company's ability to apply the green marketing concept in each company, this difference will have an impact on the diversity in respondents' answers to the application of the green marketing concept. The results of this study cannot be generalized to other cases outside the research object. The type of industry can also affect the results of the study, including the different research periods can also affect the results. Limitations on statistical test results. The level of ability to explain research variables is still relatively moderate based on the squared multiple correlation (R<sup>2</sup>) test, which means that there is still potential for other variables to be determinants other than the variables in the model built.

(ETS)

The concept of green marketing in industry was conducted in increasing industrial output and can improve the quality of product competition in the market. By implementing green marketing, it is hoped that the domestic oil palm plantation industry can compete in the global market. Some countries emphasize that they are free from environmental impacts for products that enter their country, so it is necessary for companies, especially oil palm plantations to implement green marketing in their industrial activities. Green marketing strategies in the oil palm plantation industry need to be further improved to increase the competitive position of the palm oil industry, so that products from the oil palm plantation industry can be accepted among consumers. The oil palm plantation industries need to increase the value creation of innovations in its industrial processes, especially the creation of innovation values that lead to green innovational value creation for the oil palm plantation industry. Those who support the sustainability of oil palm plantations that are economically viable, socially and culturally appropriate in accordance with the regulations.

Article Error (ETS)

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**Confused** You have used **an** in this sentence. You may need to use **a** instead.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Article Error** You may need to use an article before this word.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Missing ","** You may need to place a comma after this word.



**Article Error** You may need to use an article before this word. Consider using the article **the**.

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**Missing ","** You may need to place a comma after this word.



**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Missing ","** You may need to place a comma after this word.




**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.


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**Missing ","** You may need to place a comma after this word.


 **Article Error** You may need to use an article before this word. Consider using the article **the**.


 **Missing ","** You may need to place a comma after this word.


 **Missing ","** You may need to place a comma after this word.


 **Missing ","** You may need to place a comma after this word.


 **Article Error** You may need to use an article before this word. Consider using the article **the**.


 **Missing ","** You may need to place a comma after this word.


 **Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.

 **Missing ","** You may need to place a comma after this word.

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 **Missing ","** You may need to place a comma after this word.


 **Missing ","** You may need to place a comma after this word.


 **Missing ","** You may need to place a comma after this word.

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 **Missing ","** You may need to place a comma after this word.

 **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.

 **Article Error** You may need to use an article before this word. Consider using the article **the**.

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 **Article Error** You may need to use an article before this word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.



**Missing ", "** You may need to place a comma after this word.



**Sp.** This word is misspelled. Use a dictionary or spellchecker when you proofread your work.

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**Prep.** You may be using the wrong preposition.



**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Article Error** You may need to remove this article.



**Proofread** This part of the sentence contains a grammatical error or misspelled word that makes your meaning unclear.

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**Missing ", "** You may need to place a comma after this word.



**Possessive** You may need to use an apostrophe to show possession.

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**Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.



**Prep.** You may be using the wrong preposition.










**Coord. Conjunction** These sentences begin with coordinating conjunctions. Try to combine them with the sentences that precede them.












**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.



**Prep.** You may be using the wrong preposition.

- 
-  **Prep.** You may be using the wrong preposition.
-  **Missing ","** You may need to place a comma after this word.
-  **Prep.** You may be using the wrong preposition.
-  **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.
-  **Prep.** You may be using the wrong preposition.
-  **Missing ","** You may need to place a comma after this word.
-  **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.

- 
-  **Article Error** You may need to use an article before this word.
-  **Article Error** You may need to use an article before this word. Consider using the article **the**.
-  **Article Error** You may need to use an article before this word. Consider using the article **the**.
-  **P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize in the sentence, you may want to revise it using the active voice.
-  **Article Error** You may need to remove this article.
-  **Missing ","** You may need to place a comma after this word.
-  **Article Error** You may need to use an article before this word.
-  **Missing ","** You may need to place a comma after this word.

- 
-  **Frag.** This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause

with a complete subject and predicate.



**Article Error** You may need to remove this article.



**Frag.** This sentence may be a fragment or may have incorrect punctuation. Proofread the sentence to be sure that it has correct punctuation and that it has an independent clause with a complete subject and predicate.



**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.



**Missing ","** You may need to place a comma after this word.



**Article Error** You may need to use an article before this word. Consider using the article **the**.

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