

**Unlocking the Green Practices - Client Positive WOM Relationship in Construction Industry: The Role of Client's Satisfaction and PM Trust**

**Saman Attiq\***

Associate Professor, Air University School of Management, Air University Islamabad. Pakistan

**Rafia Rauf**

MSPM Scholar, Air University School of Management, Air University Islamabad, Pakistan

**Muhammad Umer**

Lecturer, Department of Management Sciences, Comsats University Islamabad, Pakistan

**Shoukat Ali**

Assistant Professor, Department of Management Sciences. Riphah International University Faisalabad, Pakistan

Email: [saman.attiq@mail.au.edu.pk](mailto:saman.attiq@mail.au.edu.pk) (Corresponding Author)

**ABSTRACT**

This study examines the effect of green construction practices on client satisfaction. The study also examines the moderating role of Client-Project Manager's trust among green construction practices and client's satisfaction. Moreover, current study analysed the impact of customer satisfaction on client's positive word of mouth. The study is based on deductive approach. Survey method was employed for data collection from respondents. Respondents were clients of construction industry. A non-probability convenience sampling technique was used. Population for the current study was from the clients of construction companies such as Sardar group of companies, Habib Construction services and Dascon Construction companies etc. within twin cities of Pakistan. In total, 277 questionnaires were collected. Statistical Package for Social Sciences (SPSS) was used to analyze the data. For data analysis, SPSS (Statistical Package for Social Sciences) and Smart PLS was used. The findings of the study provide helpful information to the project managers from which they could develop and improve appropriate marketing strategies direct towards clients to gain their trust and engage them in spreading positive word of mouth. Due to time limitation this study had limitations including use of cross-sectional method, small sample size and top three construction companies only. Researchers may consider these limitations as the guideline for research in future.

**Keywords:** Green Construction Practices, Service Quality, Client's Satisfaction, Client-PM Trust, Positive Word of Mouth.

## INTRODUCTION

Businesses have a significant impact on the economies of developing countries around the world (Chege & Wang, 2020). As the economy grows, so do environmental and pollution concerns, such as environmental pollution, industrial waste, and extreme carbon emissions (Wu et al., 2020). This is due to pollution of the air and water, haze is also on the rise around the world (Zhang et al., 2020). There are only a few large corporations left, and those that do exist invest heavily in efforts to reduce pollution. According to Onubi, Yusof, and Hassan (2022), green construction practices include the use of best practices from the procurement of building materials through the completion of construction. This is all done in a manner that is environmentally friendly and sparing of resources.

Increased construction has been blamed for the rise in environmental issues, which has been attributed to a growing urban population. The construction industry has devised project management goals with "green" as a major component in order to minimize environmental damage (Yousaf, 2021). As a result, there has been an increase in the number of individuals interested in green construction. The construction industry has a significant impact on any country's economy. According to Portnov et al., (2018), since its inception, the Green Building (GB) movement has been regarded as a significant contributor; thus, it has been recognised as a global priority. For example, the establishment of GB councils in more than 70 countries shows that cleaner, more sustainable practices are being promoted and transitioned (World Green Building Council, 2018a). It has been a long time since academics have studied green construction practices in depth. Papers from a wide range of disciplines have examined various stages of the green practices, but not in depth with relationship to client satisfaction. A thorough review of theories that have been applied to green marketing and knowledge gained from their application is needed in this area. It's clear that the green construction sector is a major source of client engagement and client's positive word of mouth (Tokbolat et al., 2019).

Total Quality Management (TQM) relies heavily on a thorough understanding of the needs of the end user. When it comes to user systems, construction companies need to design and continually improve user systems that focus on delivering value to the customer (Ahmed & Kangari, 1995; Hussain, FangWei, & Ali, 2019). Now organizations are rethinking how they provide and market their products. Historically, the goal was to meet the needs of the customer (Zhang et al., 2020). The construction industry's process management will be improved once quality management practises, a quality culture, and innovativeness are fully implemented. (Likita, Zainun, Rahman, Awal, Alias, Rahman, & Ghazali, 2018). To be sure, this is a necessary condition for success, but it is not sufficient (Chege & Wang, 2020). When it comes to the efficient and effective use of company resources, customer satisfaction has been defined in the literature as "a market-based asset" (Otto, Szymanski, & Varadarajan, 2020). We have used the terms clients and customers interchangeably. By focusing on a few key capabilities (Otto et al., 2020). demonstrate the advantages of taking an aggressive approach to finding out what customers value the

most. Management could devise systems to uncover the root causes of quality and service issues when armed with first-hand knowledge of what customers value (Ahmed & Kangari, 1995; Hussain et al., 2019).

### 1.1 Contextual Perspective

A dynamic sector in Pakistan's economy is the construction industry, which has grown faster than many other parts of the economy. Taking into account, several government funded and private projects, contractor performance has failed to meet or exceed expectations. Construction projects are expected to be completed to agreed-upon standards for the sake of customer service satisfaction and long-term viability (Hussain et al., 2018). Project success is defined in a way that the project objectives and expectations are met (Onubi et al., 2019). It is possible to establish the public construction industry through public projects where the quality of the project and client satisfaction are linked. Numerous studies have examined the relationship between quality and customer satisfaction, but little focus has been placed on how eco-friendly approaches of the construction companies affects customer satisfaction in different projects, particularly in Pakistan. To the knowledge of the researcher' understanding, there are no studies that demonstrate how green construction practices and service quality directly affects customer satisfaction. From a client's point of view, previous studies have not been as thorough as they should have been. (Yousaf, 2021) They placed more emphasis on the management of the team and the perspective of the company. Using these variable relationships, the theoretical framework has been proposed for the first time. Researchers, construction professionals and clients, alike will benefit from this study's attempt to include an empirical model that will shed light on the impact of green construction practices and service quality on client satisfaction.

Project success depends heavily on the level of client satisfaction (Susanti, Sumarwan, Simanjuntak, & Yusuf, 2020). Because the client (owner) is ultimately responsible for the project's planning, bidding, funding, and management, ensuring that the client is happy and is spreading positive word of mouth is critical to the project's success (Hussain et al., 2019). In terms of SDG 13 on Climate Change, Pakistan is one of the few countries that has achieved "on track" status. As a result of several policies and initiatives launched by the government, the country has been ranked as one of the most environmentally friendly in the world. Clean and Green Pakistan, "Ten Billion Tree Tsunami," "Protected Areas Initiative," and "Recharge Pakistan" are just a few of the initiatives that have been launched in Pakistan. Clean Green Pakistan has established guidelines for educational institutions from all participating cities to effectively participate in the Federal Ministry of Climate Change. Teachers and students will be able to take part in the effort to make Pakistan a cleaner, greener place thanks to the guidelines established by higher education institutions across the country. (2021 Clean Green Pakistan Movement, Ministry of Climate Change, Pakistan).

## 1.2 Client Perspective

Many people today, known as "homebuyers," believe that the built environment has a negative impact on our environment (Portnov et al., 2018). Green Building (GB) continues to gain worldwide acceptance, regardless of the socioeconomic status of the country, as both homebuyers and policymakers think about adopting environmentally friendly building practices (Durdyev et al., 2018). As a result of their evaluation of the environmental, economic, and social advantages of GB, homebuyers' attitudes have changed (Zhao et al., 2019). When it comes to the preservation of the environment, championing sustainable lifestyles among consumers is the best way to go about it (Bekun et al., 2019).

Consumers are becoming more aware of and concerned about environmental issues, which necessitates a better understanding of how they shop for environmentally friendly products. Therefore, customer/client satisfaction is an important part of TQM because it emphasizes on continuous improvement of products and processes in order to maximize overall customer satisfaction (Likita et al., 2018). According to Ogunlana (2009), they illustrated use of client satisfaction as a benchmark for achieving the desired outcomes in projects, that is why in this study our focus is on client satisfaction. It is necessary to put forth a significant effort to learn about the client's needs in order to satisfy them. Because long-term trusting relationships are more important than short-term ones, organizations are working to build them instead. As a result, the line between customer and service or product provider is increasingly being blurred. Both suppliers and customers are now involved in the production of the product or service design and delivery (Chi, Chong & Xu, 2022)

The project team and the client organization's relationship can be managed by professionals (i.e., project managers and account managers/executives etc. in these organizations (Lie, Sudirman, Efendi, & Butarbutar, 2019.; Webber & Torti, 2004). Although, organizational solutions are developed, designed, and implemented by teams of employees in service organizations like management consulting firms, construction consulting firms, advertising agencies, accounting firms, and systems integration firms, to name a few. Whereas one of the primary goals of relationship marketing is to build and maintain customer loyalty. There are both immediate and long-term benefits to having a large number of satisfied, long-term customers. Loyalty programmes are an effective way to increase sales frequency, get feedback from customers, and learn more about their buying habits and potential new customers (Jahmani, Bourini, & Jawabreh, 2020). Prior studies (Martnez, 2015) investigated green customer loyalty have included positive word of mouth (PWOM) as a component of customer loyalty as a whole. Since PWOM has a significant impact on new customers' decisions to adopt green products, organizations must identify and isolate potential predictors of PWOM (Chen et al., 2014). PWOM and customer loyalty are also

referred to as "green customer loyalty", and it's impossible to ignore this interaction given that customer loyalty can lead to PWOM (Watson et al., 2015).

In recent years, companies have moved away from the traditional operational mechanisms to those preferred by their customers, and today's customers are more concerned about their physical being and the environment's preservation (Colvin et al., 2020). The increasing dominance of the service sector in meeting customer satisfaction and marketing needs has a direct impact on service quality (Suki, 2017). A customer's preference for price or product quality can put pressure on the quality of the company's service, in the construction contracting industry. Client satisfaction is likely to be impacted by the service quality provided during construction activities because of the constantly shifting dynamics, unanticipated events and varying interpersonal relationships that take place. An important goal of the study is identifying contextual variables that influence the relationship between customer satisfaction and service quality and can be used to test hypotheses in future studies (Özkan et al., 2019). In contrast to economic theory, behavior theory is commonly used to conceptualize the concept of service quality. Customers' perceptions of service quality are often viewed as either positive or negative (Özkan et al., 2019; Bednall & Kanuk, 1997). In view of Lie et al. (2019) and Webber and Klimoski (2004), a project manager's relationship with his or her primary client contact is studied empirically. They demonstrate the importance of the project manager's client relationship management behaviors and the client's trust in the project manager in order to obtain client loyalty.

#### **1.4 Problem Identification**

Every company's primary concern is the success of its projects. Client satisfaction is the most important factor in determining the success of any project (Hussain et al., 2019) Customers/Client who are satisfied bring more business, according to previous research (Jermisittiparsert, Siam, Issa, Ahmed, & Pahi, 2019). In order to measure the success of any project, a company should look at how satisfied their customers are (Onubi, & Hassan, 2020; Yousaf, 2021). Customers today are more concerned about the environment than ever before. Customers' awareness, the power of social media, and concern for the environment are three of the most important factors in changing the overall attitude of clients. From the client's point of view, our challenge is to figure out how to make the project successful. GCP's impact is being evaluated from the company's own perspective, but not from the viewpoint of the customers. In the same way, parameters such as service quality and trust in the project manager have an impact on customer satisfaction, but these concerns have not been addressed in previous studies from the perspective of customers.

From the extensive literature review, it is clear that some of the related issues are of interest i.e. green construction practices, service quality, and client-pm trust, still lack qualitative and quantitative

explanations, and require further probing into these issues (Onubi, & Hassan, 2020; Yousaf, 2021; Mahliza, 2020; Giao, 2021). Client satisfaction has been studied and discussed actively and extensively in the past, according to a literature review (Hussain et al., 2019). However, client's satisfaction has usually been viewed from organization's perspective such as Business-to-Business (B2B) (Susanti, Sumarwan, Simanjuntak, & Yusuf, 2020). Though, no previous research is found to have studied the impact of green construction practices and service quality on client's satisfaction, through the client's point of view i.e., Business to Customer perspective (B2C) (Ehsani, & Hosseini, 2021).

#### **1.4.1 Problem Statement**

- *To what extent green construction practices, client-pm trust determines the satisfaction of client and client's positive word of mouth.*

Thus, in summary, research gaps mentioned in this section are required to be followed in relation to determine the significance of variables like green construction practices, client's satisfaction, client-pm trust, and client's positive word of mouth in the construction industry in Pakistan. In simple words, it is worthy to realize, that the mentioned influences need to be studied together in order to examine their interaction and to analyze their role towards client's satisfaction that eventually leads towards the client's PWOM.

As a result, this study aims to fill in these knowledge gaps and add to the body of knowledge on these topics while also benefiting academics, policymakers, marketers, and programme managers.

#### **1.5 Research Objectives**

1. To examine the positive and significant impact of Green Construction practices on Client's satisfaction.
2. To examine the significant impact of Client's satisfaction on Client's Positive Word of mouth.
3. To examine the role of Client-Project Manager Trust as moderator between the relationship of green construction practices and Client's Satisfaction.
4. To examine the role of Client's Satisfaction as mediator between the relationship of green construction practices and Client's Positive Word of mouth.

#### **1.6 Significance of the study**

##### **1.6.1 Theoretical Significance**

The literature on customer satisfaction would benefit greatly from the findings of this study. Most of the research on customer satisfaction focuses on customer satisfaction surveys. It is the purpose of this study to investigate the relationship between various variables and customer satisfaction. Green construction practises, service quality, positive word-of-mouth from clients, and trust between the project

manager and the client will all be examined in depth in this research. The findings of this study will help academicians better understand the needs of their clients.

### **1.6.2 Practical Significance**

This study would benefit both construction firms and their customers. A constant effort is made by retailers and marketers to better attract customers. Using this research, they can learn how to better market and sell their services to customers in order to gain their attention and keep them coming back for more. Having a thorough understanding of the client's satisfaction and its overall impact on customers spreading positive word-of-mouth can help retailers formulate and improve such strategies more effectively. Academicians, marketers, and retailers, as well as clients themselves, will benefit from this research, which aims to shed light on the factors of client's satisfaction and the ways to achieve it.

## **2. LITERATURE REVIEW**

It includes a thorough review of the literature, including definitions that have changed over time; the major measure of client satisfaction constructs; and the various influences on client satisfaction. For this study's theoretical framework and hypotheses, the section also presents literature on important suggested variables, such as green construction practices, service quality, positive word of mouth by customers and client-project manager trust.

### **2.1 Green Construction Practices (GCP)**

According to Issock, Mpinganjira, & Lombard, (2019)"green practises" refer to ways of doing things that aim to benefit the environment, conserve natural resources and ensure the health and safety of both humans and other living things by making better use of available resources and implementing more energy-efficient construction methods. Environmentally friendly, sustainable, and green construction are all terms that are frequently used interchangeably (Onubi, Yusof, & Hassan,2022). Whereas, Onubi et al,(2019) describes that "Green marketing is a strategic process that involves stakeholder evaluation in order to build meaningful long-term customer relationships while preserving, supporting, and enhancing the natural environment". Similarly, GCPs can be defined as practises that are used to ensure the quality and safety of construction, save money and time by reducing waste, reduce construction's negative impact on the environment by utilising energy management, land management, water conservation, and resource management strategies in the process (Onubi et al., 2022).

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utilising energy management, land management, water conservation, and resource management strategies in the process (Onubi et al., 2022). GCPs include, but are not limited to, the following: efficient use of resources, conservation of land and water, and efficient use of raw materials. Construction quality and safety are prioritized, while resources are conserved, and the environmental impact of construction is minimized through the use of these methods. A study by Onubi et al. (2022). To reduce the environmental impact of construction site processes and their associated activities, Onubi, and Hassan (2020) defined environmental performance as what happens as a result of well-thought-out construction activities. Environmental standards, laws, and policies, as well as environmentally friendly practices (Onubi et al., 2021) can all help achieve this goal, as can a decrease in pollution levels, reductions in hazardous material use and consumption, and fewer accidents (Onubi et al., 2019).

According to Onubi et al. (2020), GCPs are onsite practices used to reduce construction's impact on the environment. While Onubi et al. (2020) also described cleaner construction as construction practices aimed at cutting down on construction's negative environmental impact, reducing the use of non-renewable resources, and reducing energy consumption during construction processes. The use of environmentally friendly, resource-efficient, and cost-effective construction methods and materials from the sourcing of raw materials all the way through to the completion of the project are all included in green construction site practises (Onubi et al. 2019). According to literature and various studies, green construction projects can help an organization gain customer satisfaction and trust, despite a recent awareness and publicity of green construction is on the rise.

Environmental performance is defined by Onubi et al. (2019) in order to reduce the environmental impact of the construction site processes and associated activities. Environmental standards, laws, and policies, as well as the practices best for our environment (Onubi et al., 2019) can all help achieve this goal, as can a decrease in pollution levels, reductions in hazardous material use and consumption, and fewer accidents. According to them, with respect to environmental policies and the use of natural resources (Onubi et al., 2020) believe that governments around the world should develop environmental regulations to help curb pollution while simultaneously promoting environmental quality improvements among their suppliers. Because they are the most widely used in Nigeria, we classify waste management, energy management, and stormwater management as green construction site practices in this study (Onubi et al., 2022). They found that a construction project's return on investment is an assessment of the costs incurred in the course of building in comparison to the expected agreed costs stated in monetary terms prior to the start of construction. Encouragement of green construction site practices by contractors begins with examining the advantages these practices can provide, not only in terms of environmental performance but also in terms of project economic performance and other possible performance outcomes (Onubi et al., 2020). Compared to other industries, the construction



industry has a low rate of innovation. Is it possible to implement green practices in the construction industry, given the industry's commitment to traditional values, reluctance to change, and non-innovative characteristics? (Onubi et al., 2022). It has been argued that the primary advantages of implementing green construction site practices translate to better economic performance through cost reduction and benefit differentiation (Onubi et al., 2019). If contractors are serious about reducing their construction activities' negative impact on the environment, they can play a critical role in the adoption of green construction practices. According to them, adopting green practices can boost productivity, lower costs of environmental compliance, and increase efficiency in the workplace. As a result of the adoption of green practices, similarly, Marjaba and Chidiac (2016) found that pollution prevention measures reduce costs.

Compliance with environmental regulations is an important part of environmental performance, as was previously stated. Sanctions for non-compliance may include financial penalties. In order to reduce costs of compliance, lower liabilities, lower raw material costs, and waste disposal costs, it is necessary to reduce the amount of wastes and emissions generated during the construction process. Thus, it can be found that environmental output of construction projects guarantees both economic and customer satisfaction. Onubi et al. (2019) clearly demonstrate the advantages of a proactive approach to identifying what clients value and focusing on a few select functionality. A firm's success is based on the fact that it has a deep understanding of what customers value, and then acting accordingly, guarantees the success of the project as well as happy and satisfied clients. Environmental performance has the dual benefit of increasing revenues through improved construction efficiency and reducing environmental risks, both of which could have a negative impact on economic performance (Onubi et al., 2022). Reduced operational risk from environmental pollution and reduced absenteeism of project participants and other stakeholders can improve the project's economic viability by enhancing environmental performance (Onubi et al., 2020).

In other words, according to Forsythe (2016), adopting green practises can lower how much it costs to regulate the environment and increase construction site workers' morale and productivity. To substantiate these assertions, the evidence from meta-analyses suggests that there is a positive correlation between environmental performance and financial/economic performance.

Green innovation and green practices can be linked through a theory of planned behaviour (TPB). According to the TPB having a positive outlook increases one's ability to exert control over one's behaviour as well as the pressure from social influences (Yousaf, 2021). The theory of planned behaviour explains how people's attitudes and behaviour can be influenced. Organizational norms and behaviour are communicated by the higher-ups, and everyone adheres to them. As a result, by combining the TPB model with this model, green practices can be intentionally adopted because it focuses on the manager's

attitude toward environmental innovation. A green and environmentally friendly attitude is encouraged by management at a higher level. Adopting environmental measures can reduce carbon dioxide emissions, increase customer loyalty and satisfaction, and boost competitive advantages and economic benefits according to numerous studies (Yousaf, 2021). For environmental reasons, managers may implement green practices to achieve green innovation (Onubi et al., 2022). They also found that increased ability of a company to respond to environmental concerns as a result of implementing green practices leads to an increase in the effectiveness of green innovation. Consumer's planned behaviour is the result of three factors: mindset, normative beliefs, and perceived behavioural control. SME practitioners can meet their green innovation goals if they commit to implementing green practices for a specific period of time. An individual's desire and capacity for green innovation play a large role in these environmentally friendly practices.

## **2.2. Client's Satisfaction (CS)**

Construction success is a measure of the project's actual performance as compared to the client's expectations at the start of construction (Onubi, Yusof & Hassan, 2022). The use of Client's Satisfaction (CS) in the measurement of project performance (along with the traditional criteria of cost, quality, and time) has become increasingly popular. (Onubi et al., 2022). Similarly, Otto, Szymanski, and Varadarajan (2020) studied post-consumption assessment as to whether the service or product provide a satisfying level of overall usage satisfaction for the clients or not? Wang, Wang, Xue, Wang, and Li, (2018) said in a previous study that, the project may be owned by a client. The owner is the investor and the one who will use the facility that has been built. Moreover, based on a study by Hussain et al (2019), the description of satisfaction "the result of some comparison process in which expectations are compared to what is actually received."

Customers' satisfaction has long been regarded as a significant goal or accomplishment indicator in the planning and execution of building projects. It is necessary to define the fundamental meaning in order to assess customer satisfaction in the public construction industry. The project may be owned by a client. The owner is the investor and the one who will use the facility that has been built based on a study by Neupane (2015). The Description of satisfaction according to Hsieh, Lu, and Lu (2018) as "the outcome of a comparison between what is expected and what is received. However, Maloney (2002) defined client satisfaction as the extent to which a supplier or service provider meets or exceeds a client's expectations. According to Hussain et al. (2019) quality is correlated with customer satisfaction. Haverila and Fehr (2016) stated in their study that a predetermined benchmark is used to measure the project's progress, and customers are pleased when it exceeds their expectations, but disappointed when it falls short of their expectations.

Studies have shown the importance of customer satisfaction and how it can be used to measure quality from the perspective of the customer (Haverila & Fehr, 2016). A project's success can't be judged until its final goals are met and the expectations of its clients are met. (Ogunlana, 2009). According to the findings of the authors Ahmed and Kangari (1995) investigation, the following three characteristics play an important role in the overall customer satisfaction in the construction industry: Orientation to the client; communication skills; and the ability to respond to customer complaints are all important. According to Hsieh et al. (2018), the advantages of aggressively identifying what clients value and narrowing the scope of your capabilities are clear. Ahmed and Kangari (1995) concluded that managers could devise systems to find out what's causing their poor service and product quality when they had firsthand knowledge of what customers valued. The advantages of aggressively identifying what clients value and narrowing the scope of your capabilities are clear (Shan, Liu, Hwang & Lye, 2020). They came to the conclusion that managers could devise systems to get to the root cause and implement long-term changes to eliminate quality and service issues when they had firsthand knowledge of what customers valued. As of this writing, Onubi et al. (2021) their study shows that customer satisfaction is important, and it can be used to gauge quality from the perspective of customers.

Client satisfaction has been used as a criterion for measuring project success by Ogunlana (2009), who asserted that a project cannot be considered successful until it has achieved its final objectives and met the expectations of the client, as well as CS. According to Shan et al. (2020) it was found that in order to keep customers happy in construction, it was essential for contractors to focus on quality, time, cost, customer focus, communication skills and how they responded to customer complaints. These six factors were also found to be equally important in determining customer satisfaction. According to Hussain et al, (2019), engineering consulting firms that show professionalism and competitiveness will have a better chance of attracting new clients, timely delivery of service, quality design and innovation. A project's success can be measured in two ways: from the perspective of the project or organization's objectives/goals, such as time, cost, quality, and performance, to the perspective of the client's satisfaction, as outlined by Onubi et al. (2022). In the construction industry, customer satisfaction is critical and should be evaluated by looking at the stated and unstated needs and objectives of the clients (Hussain et al., 2019). In addition, service providers fail to satisfy customers by failing to include their intended objectives in their work and other implicit needs into the completion of project and handing it off.

On the other hand, the public construction sector's clients are often dissatisfied. Increases in project costs and duration are primary culprits in this cycle, but other factors such as a lack of quality control and incompetent contractors and subcontractors can also play a role. (Hussain et al., 2019). Many studies have been done on client's dissatisfaction in construction. Customers may be dissatisfied with the project's failure to meet the team's objectives and expectations, according to Hussain et al. (2019). They

stated that when it comes to client dissatisfaction, the primary reason for this is that clients' expectations have not been met in full and properly implemented. Furthermore, Susanti et al. (2020) discovered that Marketers (e.g., retail store operators) accept customer satisfaction as a target and use it to prompt follow-up behaviour after a purchase as a means of motivating follow-up after the sale. They also found that buyers' overall impressions of a particular retailer were portrayed as their level of satisfaction with that retailer's service.

Client satisfaction is also defined as the client's overall assessment of the current service results and client loyalty is also based on client satisfaction (Nguyen, 2019). He conducted an extensive survey of project managers, emphasised the importance of measuring client satisfaction within the effectiveness of construction projects. According to him, client satisfaction research began in the early 1980s, and it is now widely used in social sciences such as psychology, business, marketing, and economics. As a result, it is important to apply the same principles to performance evaluations (Nguyen, 2019). Many other scholars have argued that customer satisfaction should be rated on cumulative satisfaction (i.e., based on past and current customer experience of a product/performance services of a store) as well (Narteh, 2018). Prior research has linked customer satisfaction and customer loyalty by pointing out that satisfied customers are more likely to remain loyal customers. Customers are more likely to stick around if they have a good impression of the store. (Susanti et al., 2020).

The importance of CS in the adoption of GCPs cannot be overstated (Otto, Szymanski, & Varadarajan, 2020). Many clients, however, do not fully appreciate the benefits of GCPs today due to a perceived lack of understanding of their merits (Shan et al., 2020). As a result, clients are beginning to have reservations about GCPs' ability to meet their needs (Zhao et al., 2018). Therefore, the term "satisfaction" has become more popular, with a special focus on a positive shift away from a purely commercial perspective and toward more stakeholder performance. Project stakeholders in different companies may have differing views on project success because they have different goals. Project teams are tasked with delivering value to the client by coordinating their efforts (Afthanorhan et al., 2019). As a result, in addition to traditional measures of project performance in terms of time, cost, and quality, measuring satisfaction has proven to be an effective alternative approach for improving the effectiveness of construction projects (Nguyen, 2019).

### **2.3. Client-Project Manager Trust (CPMT)**

An individual's willingness to put themselves at risk because he or she believes another person will do something important to him or her is defined as "interpersonal trust," according to (Webber, 2008). Webber and Klimoski (2004) suggested that a growing trend in service organisations is co-creation or co-production between service providers and their clients. They analyzed those services provided by

organisations are evolving, traditionally, the goal was to satisfy customers. This is a necessary, but not sufficient, condition for a successful endeavour. As a result, organisations are working to build long-term, trusting relationships with their employees that will help them be more productive. To achieve this, the customer and service or product provider are blurring their boundaries more frequently than they did in the past (Bond-Barnard, Fletcher, & Steyn, 2018). Trust between business relationships is wide ranging, comprising of both affective and cognitive aspects, according to these ideas applied to the client-project manager relationship (Boccia et al., 2019). Whereas, Bond-Barnard et al. (2018) suggested that the client's belief in the project manager's concern for or emotional connection to the client constitutes affective trust. Credibility, dependability, and competence are all terms used to describe the client's confidence in the project manager's abilities.

For a project team to build trust with stakeholders or between any two or more stakeholders/team members, it must consistently deliver on what it promises. Kalkman, and de Waard (2017), stated that in order to build trust, it is necessary to exchange project information on a regular basis via a variety of formal and informal channels of communication. Reliable project performance is a key component of good client relations management. The actions, achievements, and deliverables that a project team exhibits over time to meet the client's needs constitute reliable project performance. Direct and indirect evidence of reliable project performance is used to evaluate or impugn a professional project manager's trustworthiness in working relationships. This data is then used to determine whether or not the customer is interested in establishing more business relationships in the future. For those professionals who can't be relied upon to successfully complete project-related tasks (on time, within budget and to the client's expectations of quality), future business engagements will not be offered (Nguyen et al., 2020). For example, trust between clients and project managers is not straight forward but it is multidimensional because trust is a combination of both affective and cognitive aspects (Diallo, & Lambey-Checchin, 2017). As a result, the client's belief in the project manager's concern for or emotional connection to the client constitutes affective trust. Credibility, dependability, and competence are all terms used to describe the client's confidence in the project manager's abilities (Bond-Barnard et al., 2018).

Customer loyalty corporate reputation, and purchase intention are all influenced by customer trust (Iglesias et al., 2018; Oghazi et al., 2018). Therefore, retailers must focus on gaining the trust of their customers in order to reap the benefits of satisfied customers (Oghazi et al., 2018). How people communicate information to each other in the face of uncertainty is explained by signalling theory (Iglesias et al., 2018). Communication and behaviour are intertwined processes that can be influenced by a wide variety of signals (Iglesias et al., 2018). Extrinsic cues have been widely adopted in management, marketing, and e-commerce to explain how companies use them to convey information to customers about the quality of their products and services in order to reduce their perceived uncertainty (Li et al.,

2015). Effective signals have been found to alter the perception and behaviour of their recipients, according to researchers (Wu, Zhao, & Zuo, 2017). They also confirmed that weakened connections between task and relationship conflict, as well as increased positive effects of both task and relationship conflict, can be achieved through trust.

The reputation and trust of consumers can be gained by retailers who are capable of transmitting signals about related tasks (Oberseder et al., 2014). Businesses can demonstrate that they are socially responsible by disclosing information about their involvement in Client satisfaction practices, as a result, they pledge to take steps that benefit customers and society as a whole (Vlachos et al., 2009). As a result, consumers tend to believe that these retailers care more about the environment and society than other (Oberseder et al., 2014). Consequently, the project managers promise to take actions that benefit customers and society at large scale (Vlachos et al., 2009). So, customers have a tendency to believe that these project managers care more than others about the environment and society (Lie et al., 2019).

Businesses today are concerned with expanding their global market share, and one way they do this is by increasing customer loyalty; in other words, they go above and beyond to satisfy and delight their customers in order to convert them to a loyalty level (Hsieh, Lu, & Lu, 2018). Also, of interest to scholars in the fields of quality management, operations, and marketing is the importance of customer loyalty (Hsieh et al., 2018). Loyalty from customers will lead to lower marketing costs, lower transaction costs, lower replacement costs, higher sales, clients trust, positive word of mouth information and lower failure costs (Bond-Barnard et al., 2018). It has been stated that customer trust reflects a willingness to purchase again, client's trust on the service or product, a steadfast refusal of competitors' products, and an eagerness to recommend the service or item to others (Afthanorhan et al., 2019). In a trust-based psychological state, one participant believes that the other is honest and does not engage in morally risky behaviour. Because it can foster cooperative relationships and increase cooperative capability and elasticity, trust has been recognised as a significant independent variable for improving cooperative performance (Wu et al., 2017).

#### **2.4. Client's Positive Word of Mouth (CPWM)**

To put it this way, word-of-mouth (WOM) refers to the informal sharing of customer feedback on products and services. A lot of the time it was engaging, fast, and had no commercial intent. An enormous amount of consumer behaviour was influenced by word-of-mouth, as a result of WOM, new brand categories may be created or established, and established brands may be preferred over new ones (Bairrada, Coelho, & Lizanets, 2018). The term "WOM" refers to a type of communication between a consumer and a non-commercial source of information about the brand and its products and services (Nguyen et al., 2019). They defined WOM communication as a personal communication about goods

and services in which the recipient saw the communicator as unbiased. WOM can be positive or negative, according to other scholars (Ozdemir et al., 2016), and it has occurred traditionally in offline and individual conversations as well as online communications. Marketing experts used positive word-of-mouth communication as a means of influencing customers to purchase the brand mentioned (Bairrada et al., 2018). Customers who are happy with the products or services of a brand are more likely to spread positive WOM about it to others who haven't yet experienced them, according to Zhang, Li, Cao, & Huang, 2018).

In the past, word-of-mouth (WOM) has been regarded as a benchmark for customer satisfaction and a low-budget marketing option (Wu, 2017). Because they buy more and spend more of their income with the same suppliers, loyal customers have lower price sensitivity than non-loyal ones. Attitudinal and behavioural customer loyalty are recognised as distinct types of customer loyalty in the literature on relationship marketing (Watson et al., 2015). Even though the consumer's willingness to stick with an established brand despite external pressures and promotional efforts can be a sign of attitudinal loyalty (Hsieh et al., 2018), the behaviour of customers who are loyal to a brand can be a sign of behavioural loyalty (Watson et al., 2015). The concept of green customer loyalty is unique in the context of environmentally friendly products because it expresses the customer's commitment to choosing environmentally friendly products over conventional ones (Wu et al., 2017). Eco-friendly products repurchase commitment, the desire to recommend the product to others (PWOM), and the willingness to pay more for the product all contribute to customer loyalty (Wu, 2017).

To put it simply, word-of-mouth (WOM) is a method of disseminating information by means of oral or visual means. Word of mouth is defined by different researchers as a form of non-commercial, face-to-face communication between a recipient and a communicator who the recipient believes to be non-commercial (Issock et al., 2019). Research by Zhang, Li, Cao, and Huang (2018), states that the term "positive word of mouth" refers to the exchange of words between a human being and another human being in which they discuss products and services from any business. It's easy for people with similar interests to share ideas about how to help others, whether they've had a lot of experience or none at all (Zhang et al., 2018). Positive word of mouth is the most cost-effective and efficient way to market products and services. As a marketing tool, it has been widely regarded as a worthwhile investment (Hsieh, Lu, & Lu., 2018). Customer satisfaction is the most reliable form of word-of-mouth advertising, because happy customers will tell their friends and family about the great experiences they had with the company's products and services.

Customers' satisfaction and post-purchase behaviours of customers are important intermediary relationships in the relationship between customer and employee relationships and the profitability of the company (Wu, 2017). Positive word-of-mouth after using a product or service is one of these

behaviours. Word-of-mouth marketing is 10 times more effective than television or print advertising in promoting a product's information (Islam, & Rahman, 2016). According to researchers such as Jahmani, Bourini, and Jawabreh (2020), Consumption values that are eco friendly deals have had a strong influence on the intention or adoption of green offers. Customer satisfaction, trust, and loyalty can all be attributed to customers' consumption values, according to the findings of this study (Woo & Kim, 2019). Different researchers such as, Wang et al. (2018) explored that, It is very much expected that increased customer trust in energy-efficient claims will result from a post-consumption assessment of an offering's environmental performance. According to an increasing number of studies, happy customers are more likely to buy from a company again, to be more forgiving of higher prices, and more likely to refer their friends and family to the product or service (Suki, 2017). As a result, satisfied customers are more likely to stick with their current provider and spread positive word of mouth about their experience (Suki, 2017), he also discovered that Malaysian customers who have had a positive experience purchasing green products tend to stick with those brands in the future and also recommend the service they got to other customers. According to Wang et al. (2018) green customers' satisfaction has a significant impact on their loyalty and positive word of mouth for green businesses.

Establishing a long-term relationship with a customer is all about making them happy (Issock et al., 2019). As seen from an eco-friendly vantage point, "green customer satisfaction" describes a pleasurable level of consumption-related fulfilment that meets the environmental desires and needs of a customer and his or her long-term expectation (Suki, 2017). A satisfied customer is more likely to continue using and recommending the product to others, according to empirical evidence (Wang et al., 2018). Nguyen et al. (2019) follows a stream of literature that claims that customers who have had a positive experience with an eco-friendly product are more likely to develop trust in such a product.). The same was the claim made by other researchers as well (Jahmani et al., 2020).

Client's' satisfaction with products that are more environmentally friendly is based on a post-consumption assessment of an offering's environmental performance, which is expected to lead to increased customer trust in energy-efficient claims (Issock et al., 2019). According to them, customers who are more satisfied with a green product or service are more likely to recommend it to others, according to research. However, according to Wang et al. (2018) who conducted research in the Chinese hotel industry, green customer satisfaction has a impactful influence on recommending it for environmental compliance at the hotel level. These findings may be attributed to the fact that customers frequently talk about their positive experiences with a product or service (Zhang et al., 2018).

Similarly, customers who are satisfied by a product's eco-friendly attributes are more likely to recommend it to their friends and colleagues (Wang et al., 2018). A green product's ability to perform its environmental duty is based on the belief that customers who have had positive experiences with the



product will be more likely to participate in PWOM. Positive word-of-mouth marketing (WOM) can be negatively affected by a product's "greenwashing," a term coined by environmentalists (Zhang et al., 2018). There is a strong correlation between green customer trust and positive public word-of-mouth (PWOM) about environmentally friendly products among consumers (Yousaf, 2021). Because they buy more and spend more of their income with the same suppliers, loyal customers have lower price sensitivity than non-loyal ones. Attitudinal and behavioural customer loyalty are recognised as distinct types of customer loyalty in the literature on relationship marketing (Watson et al., 2015). Even though the consumer's willingness to stick with an established brand despite external pressures and promotional efforts can be a sign of attitudinal loyalty (Zhang et al., 2018).

The concept of green customer loyalty is unique in the context of environmentally friendly products because it expresses the customer's commitment to choosing environmentally friendly products over conventional ones which leads to their positive word of mouth for that product or service. (Wu & Cheng, 2017). Eco-friendly products repurchase commitment, the desire to recommend the product to others (PWOM), and the willingness to pay more for the product all contribute to customer loyalty (Wu, 2017). According to them, for the purposes of some green marketing studies, these various dimensions of green customer loyalty have been combined into one construct. As an outcome variable, other researchers have relied solely on customers repurchase intent, price sensitivity, or PWOM (Wang et al., 2018). 'Green customer loyalty' is defined in this study as the combination of a customer's high price tolerance and repurchase behaviour and measures "positive recommendation" (PWOM) separately in order to get the full picture of PWOM drivers (Zhang et al., 2018). When it comes to green products, consumers must have a basic understanding of environmental issues (Martinez, 2015). In the absence of adequate information about a product or service's environmental attributes, fewer clients are likely to take part in environmentally friendly behaviour (Suki, 2017). How an environmental product is made, how it affects our environment, and what solutions are available to protect it are all part of environmental knowledge (Woo, & Kim, 2019).

All people should have a basic understanding of environmental issues and the solutions that might be available to them. (Zhang et al., 2018). Information about the product and its environmental attributes can be included on the product's environmental label. Context-specific knowledge It is generally agreed upon by the authors that context-specific knowledge is more effective at predicting future outcomes than general information (Ranaei-Kordshouli, Ebrahimi, & Allahyari Bouzanjani, 2015). It has been found that customers' responses to green marketing initiatives depend on their level of environmental knowledge (Issock et al., 2019). In various settings, including green hotels, it has been shown that environmental knowledge influences relationships between environmental behaviour and its determinants. (Issock et al., 2017). It's a known fact that environmental knowledge influences eco-friendly

behaviour, but there have only been a few attempts to investigate how that knowledge affects customer satisfaction, customer trust, and customer loyalty in green markets (Ranaei et al., 2015).

## **2.6 Development of Hypotheses**

*H1. Green construction practices have significant impact on client's satisfaction.*

*H2. Client's satisfaction has significant impact on client's positive word of mouth.*

*H3. Client's satisfaction acts as a mediator between the relationship of green construction practices and client's positive word of mouth.*

*H4. Client-project manager trust acts as a moderator between the relationship of green construction practices and client's satisfaction.*

## 2.7 Theoretical Framework

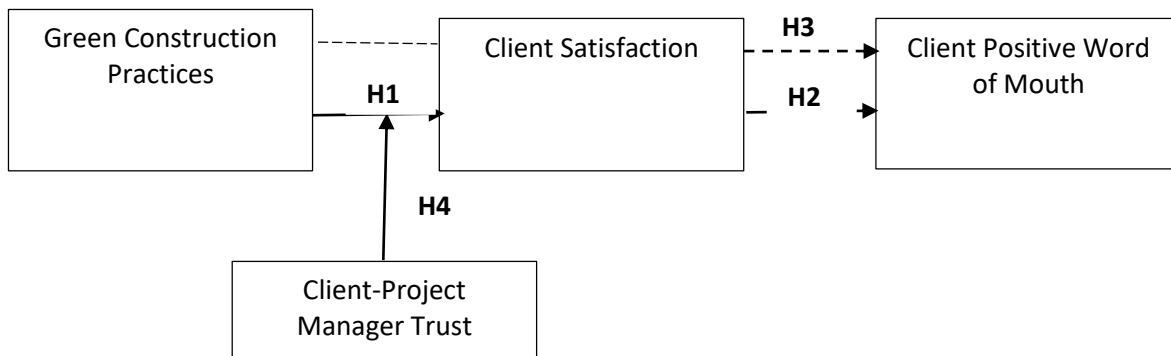


Figure 1: Theoretical Framework

## 3. Research Methodology

The purpose of this study is to examine the relationship between green construction practices and customer satisfaction. This study was quantitative in nature and data was collected from clients of the major construction companies of twin cities of Pakistan. Non-probability convenient sampling was used in the existing study to gather data from willing participants in a descriptive and cross-sectional design. 277 final questionnaires were included in the study. They were asked about their experiences with the organizations and the projects they execute. Google Forms link were shared with the study population via email, WhatsApp, Facebook, and Instagram in order to contact them. Few respondents were physically asked to fill out the questionnaire in order to obtain a larger sample size. They were asked to complete the questionnaires freely and without being pressed to do so. To ensure their anonymity, they were instructed not to write their names on their response papers and were given a thorough explanation of the questionnaire, data collection, and research goals. All of this information was clearly stated in the questionnaire's introduction to avoid any confusion or misunderstanding.

### 3.1 Measures

All of the study variables were measured via five-point likert scale. The scale items range from "1 = Strongly Disagree" to "5 = Strongly Agree". Apart from aforementioned variables, some sociodemographic variables were also the part of the data collection questionnaire such as; gender, age, and education. Green construction practices were judged by a scale proposed Onubi and Hassan (2020). It was a 13-items scale. Client's satisfaction was assessed by a scale consisting of 7-items and was given by Özkan, Süer, Keser and Kocakoç (2019). Client-project manager trust was assessed by 6-item scale previously used by Wu, Zhao, and Zuo (2017). The given study used 5-item scale which was previously used my DAM (2020) to measure client positive word of mouth.

#### 4. Results and Analysis

The characteristics of the sample are presented in this part of research. Thus, gender, age, and education of the 277 persons are considered. The males were 169 and the female were 108. 22 people are between 21 and 25 years of age. 94 are have 40 years above age. Most of the people have 16 years education i.e., 124.

**Table 1: Demographic Characteristics**

Demographic	Category	Frequency (Percentage)
Gender	Male	169 (61%)
	Female	108 (39%)
Age (In years)	21-25 years	22 (8%)
	26-30 years	38 (14%)
	31-35 years	48 (17%)
	35-40 years	75 (27%)
	40 years or more	94 (34%)
Education	Less than 14 years	91 (33%)
	14-16	124 (45%)
	16-18	53 (19%)
	Above 18 years	9 (3%)

##### 4.1 Descriptive Statistics of Study Variables

In data analysis of descriptive statistics, minimum, maximum, mean, standard deviation, skewness and kurtosis are reported in Table 2 for descriptive purposes. The minimum and maximum values are in the range of 1 to 5. The mean score is in the range of 2.54 to 3.45, indicating that the replies are neutral agreeable. The skewness of all variables is between -2 and +2. Kurtosis values are likewise in the -5 to +5 range. These findings indicate that data is normally distributed (see table 2).

**Table 2: Descriptive Analysis**

	N	Min	Max	Mean	S. Deviation	Skewness	Kurtosis
GCP	277	1.00	5.00	2.54	1.08	0.91	-0.41
CS	277	1.00	5.00	2.93	0.93	0.24	-0.57
CPWOM	277	1.00	5.00	3.27	1.03	-0.57	-0.80
CPMT	277	1.00	5.00	3.20	0.96	-0.52	-0.73

GCP- Green Construction Practices, CS-Client's Satisfaction, CPWOM- Client's Positive Word of Mouth, CPTM- Client-Project Manager Trust

#### 4.2 Reliability Analysis

Cronbach alpha test was done to ensure that all scales were reliable. All scales have a reliability of greater than 0.70, indicating satisfactory results. Table 3 summarizes the reliability of all scales.

**Table 3: Reliability Results**

Variables	Cronbach Alpha	No. of items
Green Construction Practices (GCP)	0.92	13
Client's Satisfaction (CS)	0.89	7
Client's Positive Word of Mouth (CPWOM)	0.93	5
Client-Project Manager Trust (CPMT)	0.91	6

#### 4.3 Correlation Analysis

Correlation analysis is used to assess the association between variables and denoted with r. Results showed that GCP has positive association with CS i.e.  $r = 0.812$ . CS has positive association with CPWOM i.e.  $r = 0.748$ . Detailed results are presented in table 4.

**Table 4: Correlation Analysis**

Constructs	WFC	EJB	OS	PS
Green Construction Practices (GCP)	1			
Client's Satisfaction (CS)	.812**	1		
Client's Positive Word of Mouth (CPWOM)	.758**	.748**	1	
Client-Project Manager Trust (CPMT)	.819**	.824**	.741**	1

\*\* Significance level at 0.01

#### 4.4 Regression Analysis

Regression analysis was employed to examine the causal effect between variables and in this analysis, hypotheses are tested. The resulting  $\beta$  is used to assess the intensity of independent variable to affect the dependent variable. The p value is observed and below  $\leq 0.05$  showed that hypothesis is accepted.

**H1:** Green constructed practices has positive impact on client's satisfaction.

The impact of green construction practices (GCP) on client's satisfaction (CS) is tested using a regression test. The results suggest that GCP explains CS ( $F= 419.377$ ,  $p<0.00$ ). The  $R^2=0.67$  indicates that the model explains 67 percent of the variance in responses about its mean. Based on these values i.e.  $\beta= 0.81$ ,  $p<0.00$ , results demonstrated that GCP has positive impact on CS.

**Table 5:** Regression Analysis of Hypothesis 1 (WFC → PS)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.819 <sup>a</sup>	.670	.668	.55719	.670	419.377	1	206	.000

a. Predictors: (Constant), GCP

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.073	.099		51.257	.000
	Work Family Conflict (WFC)	-.733	.036	.819	-20.454	.000

a. Dependent Variable: Project Success (PS)

**H2:** Client's satisfaction has positive impact on client's positive word of mouth.

The influence of client's satisfaction (CS) on client's positive word of mouth (CPWOM) is tested using a regression test. The results suggest that CS positively explains CPWOM ( $F= 399.299$ ,  $p<0.00$ ). The  $R^2=0.66$  indicates that the model explains 66 percent of the variance in responses about its mean. Based on these values i.e.  $\beta= 0.81$ ,  $p<0.00$ , results demonstrated that CS has positive impact on CPWOM.

**Table 6:** Regression Analysis of Hypothesis 2 (CS → CPWOM)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.812 <sup>a</sup>	.660	.658	.54399	.660	399.299	1	206	.000

a. Predictors: (Constant), Client's satisfaction (CS)

Coefficients						
Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.155	.097		11.951	.000
	Work Family Conflict (WFC)	.699	.035	.812	19.982	.000

a. Dependent Variable: Client's positive word of mouth (CPWOM)

**H3:** Client's satisfaction acts as mediator between green construction practices and client's positive word of mouth.

The impact of green construction practices (GCP) on Client's positive word of mouth (CPWOM) through client's satisfaction (CS) is tested using a regression test. Results showed that in model 1, green construction practices influence the client's positive word of mouth and in model 2, when client's satisfaction is added and relationship between green construction practices and client's positive word of mouth remain significant. This show that client's satisfaction mediates the relationship between green construction practices and client's positive word of mouth (table 7).

**Table 7:** Regression Analysis of Hypothesis 4 (WFC → EJB → PS)

Coefficients						
Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.073	.099		51.257	.000
	Green Construction Practices (GCP)	.733	.036	.819	20.454	.000
2	(Constant)	5.635	.114		49.615	.000
	Green construction Practices(GCP)	.393	.054	.438	7.246	.000
	Client's satisfaction (CS)	.487	.063	.468	7.737	.000

a. Dependent Variable: Client's Positive word of mouth (CPWOM)

**H4:** Client-project manager trust acts as moderator between the relationship of green construction practices and client's satisfaction.

The influence of client-project manager trust is tested on the relationship between green construction practices and client's satisfaction. In model 1, green construction practices influence client's satisfaction. In model 2, client-project manager trust is added, and interaction term is created between green construction practices and client-project manager trust. Results showed that client-project manager trust moderate the relationship between green construction practices and client satisfaction as impact of interaction term become insignificant (table 8).

**Table 8:** Regression Analysis of Hypothesis 5

Coefficients		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.599	.285		9.081	.000
	Green construction practices (GCP)	.496	.050	.576	9.983	.000
	Client-PM Trust	.280	.053	.311	5.307	.000
2	(Constant)	2.970	.406		7.308	.000
	Green construction Practices (GCP)	.371	.107	.431	3.459	.000
	Client-Project Manager Trust (CPMT)	.406	.110	.451	3.710	.000
	CPMT x GCP	.047	.035	.111	1.314	.190

a. Dependent Variable: Client's satisfaction ( CS)

## 5. Discussion, Limitation and Conclusion

### 5.1 Discussion

The construction industry has devised project management goals with "green" as a major component in order to minimize environmental damage (Yousaf, 2021). As a result, there has been an increase in the number of individuals interested in green construction. The construction industry has a significant impact on any country's economy. According to Portnov et al. (2018), since its inception, the



Green Building (GB) movement has been regarded as a significant contributor; thus, it has been recognised as a global priority. For example, the establishment of GB councils in more than 70 countries shows that cleaner, more sustainable practices are being promoted and transitioned (World Green Building Council, 2018a). Green construction practices have been shown in previous studies to reduce construction projects' environmental impact (Lucas & Noordewier, 2016). The construction industry has begun to recognise the importance of incorporating a customer-focused mindset into the field of architecture and engineering. Customers are more likely to choose companies and organisations that offer more environmentally friendly projects. As a result, customer satisfaction has remained the marketer accepted as a company's target and used to encourage follow-up after-purchase behaviour.

Client satisfaction in public construction has to be taken into account, as it is a major factor in improving project quality. The absence of quality factors that could affect customer satisfaction in public construction projects must therefore be revealed. These procedures and practices are known as "green practices" because they aim to minimize the negative impact they have on the environment (Govindan et al., 2015). Through environmental ethical influence, green practices set the stage for green innovation (Guo et al., 2020). Eco-design, pollution prevention, energy conservation, and waste recycling are all examples of green innovation (Chiou et al., 2011).

## **5.2. Limitations and Future Work**

Green construction practices has been studied extensively for the last few decades. However, there is a dearth of research on client's satisfaction with reference to trust. Client-PM Trust has rarely been studied in relation to green construction practices. A theoretical model was developed and validated by using client-PM trust as a moderator variable. The study's findings confirm some previous findings while also revealing some new ones. However, this research has some limitations. According to the findings of a recent study, organisations may need to enlist the help of additional potential intermediaries in order to assure client's satisfaction for their company. A lack of funds and time prevented this study from examining the Client's satisfaction scale in greater detail. Could be an area of investigation in the future.

## **5.3. Conclusions**

The current study has examined the direct and positive impact of GCP on CS. It also concluded that GCP has indirect effect on CPWOM through CS. Furthermore, it revealed that CPMT acts as moderator between the relationship of GCP and CS. Client's satisfaction is the indicator of any company's success. An association was found between GCP and CS if there was CPMT. Clients who have great trust and bonding with project managers, are more satisfied. It is possible to engage clients in spreading positive word of mouth if they are satisfied by the practices that company is offering.

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