

Examining the Effect of Green Marketing on Customer Loyalty: The Mediating Role of Customer Satisfaction

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ABSTRACT

PURPOSE - This study examines the impact of green marketing on consumer loyalty, with consumer satisfaction acting as a mediating variable among customers of The Body Shop categories Body Mist products in Surabaya. The study is based on the growing importance of sustainable business practices in influencing consumer behavior in the cosmetics industry.

METHODOLOGY - This research employs a quantitative approach using Structural Equation Modeling-Partial Least Squares (SEM-PLS) as the data analysis technique. The sample consists of 150 respondents selected through purposive sampling. Data were collected using structured questionnaires designed to measure green marketing, consumer satisfaction, and consumer loyalty variables.

FINDING - The results indicate that green marketing has a positive and significant effect on both consumer satisfaction and consumer loyalty. Sustainable practices such as recyclable packaging, animal-free campaigns, refill programs, and environmentally supportive marketing activities contribute to positive consumer perceptions and stronger emotional connections with the brand. Furthermore, consumer satisfaction significantly influences consumer loyalty and acts as a mediating variable in the relationship between green marketing and consumer loyalty. These findings imply that implementing sustainable marketing strategies can serve as a key competitive advantage in enhancing long-term consumer loyalty in the cosmetics sector.

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INTRODUCTION

Global environmental issues have become one of the major concerns in recent decades due to increasing environmental degradation, climate change, plastic waste, and pollution caused by industrial activities and excessive consumption patterns. The issues of sustainable production and consumption are becoming increasingly important for governments, companies, and the public as awareness rises regarding the depletion of natural resources and

the worsening of environmental conditions (Camilleri et al., 2023). Environmental sustainability has also become an important issue influencing consumer behavior and business competition, including in the cosmetics and personal care industry (Yasari et al., 2025). Increasing public awareness regarding environmental sustainability has encouraged consumers to become more selective in choosing environmentally friendly and socially responsible products (Wolok, 2019). Previous studies also indicate that environmental awareness influences changes in consumer lifestyles and purchasing behavior toward sustainable products and green brands (Camilleri et al., 2023; Primandaru, 2021; Qadri & Sinambela, 2024).

The cosmetics and personal care industry is considered one of the sectors that significantly contributes to environmental issues, particularly through chemical waste and plastic packaging that are difficult to recycle. According to Yasari et al. (2025) explained that the rapid growth of the cosmetics industry increases the potential for environmental pollution due to excessive production activities and packaging waste. Consumers are now demanding cosmetic products that not only fulfill their beauty needs but also support environmental sustainability through eco-friendly ingredients, recyclable packaging, and ethical business practices. Research of Primandaru (2021) also stated that consumers tend to prefer brands that demonstrate environmental responsibility and sustainable business practices (Lestari & Fitriani, 2020).

Increasing public concern about environmental sustainability has driven numerous companies to implement environmentally oriented marketing approaches to satisfy consumer demands and support the continuity of their businesses in the long term. Green marketing emphasizes business activities that integrate environmental responsibility into product development, pricing, promotion, and distribution processes (Ellitan, 2023). In addition, environmentally oriented marketing practices are intended to support responsible production and consumption activities (Erawan et al., 2024). Environmental aspects are also applied across several elements of the marketing mix, such as product development, pricing strategies, promotional activities, and distribution channels (Yasari et al., 2025). As a result, companies increasingly utilize green marketing strategies to strengthen brand image and develop positive consumer perceptions toward environmentally responsible brands (Qadri & Sinambela, 2024).

The implementation of green marketing has become increasingly important because modern consumers are more aware of environmental issues and tend to support brands that demonstrate sustainability values. Research conducted by Sofyan & Fitriani (2023) found that green marketing positively influences consumers' purchasing decisions. In addition, (Purnomo et al., 2025) revealed that green marketing contributes significantly to purchase intention among The Body Shop consumers. Previous studies also showed that green marketing positively influences customer satisfaction, repurchase intention, and customer loyalty toward environmentally friendly brands (Gustiani et al., 2021; Wijayanti & Murtadlo, 2025).

One company recognized as a pioneer in implementing green marketing is The Body Shop. According to Yasari et al. (2025), The Body Shop consistently integrates ethical values and sustainability principles into its marketing strategy through environmentally friendly products, cruelty-free campaigns, and recyclable packaging. The company also actively promotes environmental preservation through programs such as "Bring Back Our Bottles" and refill station initiatives aimed at reducing plastic waste from cosmetic packaging (Primandaru, 2021). In addition, The Body Shop strengthens its green brand image through anti-animal testing campaigns and fair-trade product sourcing practices (Purnomo et al., 2025; Rizqiningsih & Widodo, 2021; Wijayanti & Murtadlo, 2025).

Despite having a strong image as an environmentally friendly brand, the performance dynamics of The Body Shop have shown fluctuations in recent years. Based on Top Brand Index data for the Body Mist category, The Body Shop experienced a decline in index value from 44.90 in 2022 to 44.30 in 2023, and further decreased in 2024 to 36.50. However, in the following period the brand showed a recovery trend, with an increase in index value in 2025 to 39.10 and rising again in 2026 to 44.80. These changes indicate that consumer loyalty toward The Body Shop is dynamic and influenced by various factors that need to be understood more deeply. The fluctuation in the Top Brand Index also reflects changes in consumer perceptions, satisfaction, and purchasing behavior toward The Body Shop products amid increasingly intense competition in the cosmetics industry. Consumers today not only consider product quality but also assess brand values, environmental responsibility, and overall consumption experiences before developing long-term loyalty toward a brand (Gustiani et al., 2021).

The decline in The Body Shop's index value during 2023–2024 may indicate the increasing challenge of maintaining customer loyalty within the green cosmetics industry, especially due to changing consumer preferences and the growing presence of competitors offering similar environmentally friendly concepts. However, the upward trend of the index in 2025–2026 suggests that The Body Shop continues to possess strong brand equity and consumer trust through its sustainability-oriented marketing initiatives. Environmentally responsible marketing practices are believed to enhance positive consumer perceptions and strengthen emotional attachment toward brands (Qadri & Sinambela, 2024). In addition, the application of green marketing mix practices has proven effective in increasing customer satisfaction and reinforcing customer loyalty in the cosmetics sector (Yasari et al., 2025). Therefore, fluctuations in The Body Shop's Top Brand Index may be regarded as significant empirical evidence that reinforces the importance of this study in investigating the impact of green marketing on consumer satisfaction and loyalty among its customers.

The Body Shop has successfully positioned itself as a green brand by integrating sustainability values into its marketing activities and corporate identity. According to Gustiani et al. (2021), green marketing practices can strengthen consumers' trust and emotional attachment toward environmentally responsible brands. This condition is important because green marketing not only affects consumers' purchase decisions but also influences customer satisfaction and customer loyalty toward the brand. According to Yasari et al. (2025) said that consumers who feel satisfied tend to repurchase products and sustain long-term relationships with brands that continuously show commitment to environmental responsibility (Wijayanti & Murtadlo, 2025).

Customer satisfaction is regarded as an essential element in maintaining long-term relationships between businesses and their consumers. According to Kotler (2012) cited in ERAWAN et al. (2024), customer satisfaction reflects the feelings of consumers, whether satisfied or dissatisfied, after evaluating a product's performance in relation to their expectations. In the context of environmentally friendly products, customer satisfaction tends to increase when consumers believe that the product reflects sustainability and ethical values. According to Yasari et al. (2025) also explained that consumers who are satisfied with green products are more likely to become loyal customers and recommend the brand to others (Gustiani et al., 2021; Rohmah & Tobing, 2023).

In addition, customer loyalty in the cosmetics industry is increasingly influenced by consumers perceptions of sustainability, ethical business practices, and environmental responsibility demonstrated by brands. Consumers tend to maintain long-term relationships

with brands that consistently implement environmentally friendly strategies and align with their personal environmental values. Recent studies indicate that sustainability-oriented marketing practices can strengthen emotional attachment, brand identification, and long-term customer loyalty toward cosmetic (Lie & Silintonga, 2024; Medianti & Hussein, 2025; Yasari et al., 2025). Furthermore, environmentally responsible product attributes such as recyclable packaging, refill programs, and cruelty-free campaigns positively influence consumers' trust and willingness to continue purchasing green cosmetic products (Primandaru, 2021; Rohmah & Tobing, 2023; Safitri et al., 2024). Previous research also explains that consumers who perceive strong environmental commitment from companies tend to engage in purchase again behavior and recommend the brand to others, thereby strengthening customer loyalty in the long term (Gustiani et al., 2021; Kewakuma et al., 2021; Zaini et al., 2025). In the context of green cosmetics, customer loyalty is also associated with positive consumer experiences, green perceived value, and trust toward environmentally responsible brands, which subsequently encourage stronger repurchase intentions and sustainable customer relationships (Genoveva, 2019; Hanifah & Ariyanti, 2022; Purnomo et al., 2025).

LITERATURE REVIEW

This study applies marketing theory as the main theoretical foundation to explain the relationships among the research variables. Marketing theory emphasizes that marketing activities are not merely aimed at facilitating exchanges but also at creating value for consumers by satisfying their needs and wants in a sustainable manner. According to Kotler (2012), as cited in ERAWAN et al. (2024), marketing can be considered a social and managerial activity that enables individuals and groups to satisfy their needs and wants through creating, offering, and exchanging products and value with others. In addition, Purnomo et al. (2025) states that marketing theory highlights the important role of marketing strategies in influencing consumer perceptions, attitudes, and evaluations toward products or brands. Within this perspective, marketing activities are considered function capable of affecting consumers cognitive and emotional responses, which are later reflected in purchasing behavior and customer loyalty. Therefore, marketing theory is considered relevant as a conceptual basis for explaining the contribution of green marketing strategies on customer satisfaction and customer loyalty through consumers' experiences and assessments of the products (ERAWAN et al., 2024). Moreover, marketing theory also suggests that companies capable of delivering superior value through sustainable marketing practices are more likely to establish stronger long-term relationships with consumers and generate positive outcomes such as customer satisfaction and loyalty (Qadri & Sinambela, 2024; Rohmah & Tobing, 2023).

Green marketing is an approach that integrates ecological factors into every element of a company's marketing activities. This strategy includes the production of environmentally friendly products, the utilization of recyclable packaging, and promotional activities emphasizing sustainability issues. According to Qadri & Sinambela (2024) explain that green marketing has emerged as a response to the growing consumer awareness regarding the environmental consequences of consumption behavior. According to Ellitan (2023), green marketing refers to marketing activities designed to create and facilitate exchanges that fulfill consumer needs and wants while minimizing harmful impacts on the natural environment. From a marketing standpoint, green marketing also functions as a differentiation strategy that helps companies create favorable consumer perceptions regarding the value offered by the

brand (ERAWAN et al., 2024; Rohmah & Tobing, 2023). Furthermore, Kewakuma et al. (2021) explain that green marketing is closely related to sustainable development because companies are encouraged to balance environmental responsibility with organizational objectives. Therefore, green marketing may be viewed as a marketing stimulus capable of influencing consumer evaluations of a brand while also strengthening the company's environmentally friendly image (Gustiani et al., 2021; Wijayanti & Murtdlo, 2025).

The implementation of green marketing has become increasingly important in the cosmetics industry, as consumers are becoming more selective in choosing products that not only offer personal benefits but also support environmental sustainability. The Body Shop is widely known as one of the pioneer brands consistently implementing green marketing strategies through cruelty-free campaigns, recyclable packaging, refill programs, and the use of environmentally friendly ingredients. According to Kewakuma et al. (2021) explain that The Body Shop continuously promotes sustainability values through environmentally responsible business activities and social campaigns. Such strategies enable companies to build stronger emotional connections with consumers and create more favorable brand perceptions. Previous studies also indicate that consumers who recognize a company's strong commitment to environmental responsibility are more likely to develop positive attitudes toward the brand and maintain long-term relationships with the company (Wijayanti & Murtdlo, 2025).

Customer satisfaction refers to the mental state that rises after consumers evaluate their experience using a particular product or service. According to Kotler (2012) as cited in Erawan et al. (2024) defines customer satisfaction as the feeling of happiness or dissatisfaction experienced by a person as a result of comparing the perceived performance of a product with existing expectations. According to Purnomo et al. (2025) state that customer satisfaction arises from the comparison between initial expectations and actual performance perceived by consumers. In the marketing context, customer satisfaction represents consumers evaluation of a company's ability to deliver value that meets their needs and preferences (Erawan et al., 2024). According to Zaini et al. (2024) emphasizes that customer satisfaction is dynamic and may change along with consumption experiences and market competition conditions. Therefore, customer satisfaction becomes an important indicator in assessing the success of marketing strategies implemented by companies. Customer satisfaction is also associated with consumers' emotional responses toward products, services, and company values, particularly when consumers feel that the products align with their personal values regarding environmental sustainability (Qadri & Sinambela, 2024; Safitri et al., 2024).

Several previous studies explain that green marketing strategies can influence customer satisfaction because environmentally friendly products provide not only functional benefits but also psychological and ethical value for consumers. According to (Kewakuma et al., 2021) found that consumers of The Body Shop perceive higher satisfaction when companies consistently implement environmentally responsible practices and provide products that meet both quality expectations and sustainability values. According to Gustiani et al. (2021) found that green brand image, green perceived value, and green product quality have a positive influence on consumers perceptions and evaluations of The Body Shop products. These findings indicate that green marketing strategies have the potential to strengthen consumer satisfaction because consumers feel that the products reflect both environmental responsibility and product quality (Ellitan, 2023; Wijayanti & Murtdlo, 2025).

Customer loyalty describes consumers' tendency to consistently choose and use a particular brand over a certain period. According to Sofyan & Fitriani (2023) describe customer

loyalty as consumers commitment to consistently repurchase a preferred product or service in the future despite situational factors and competitors' marketing efforts. According to Wijayanti & Murtdlo (2025) explains that customer loyalty is reflected in repurchase behavior, brand preference, and consumers' willingness to recommend products to others. In marketing studies, loyalty is considered the result of positive experiences and ongoing relationships between consumers and companies (Erawan et al., 2024). According to Ellitan (2023) add that loyalty is not only behavioral but also reflects consumers' emotional attachment to a brand. Therefore, customer loyalty becomes an important outcome of a company's success in creating value and satisfaction for consumers. Loyal consumers also tend to resist competitors' offers and continue supporting brands that align with their personal beliefs and values (Qadri & Sinambela, 2024); (Gustiani et al., 2021).

The concept of customer loyalty is strongly associated with emotional attachment, trust, and positive consumption experiences. According to Sari & Wijaya (2019) explain that customer trust and emotional brand attachment significantly influence customer loyalty in the beauty industry. Consumers who experience positive interactions with a brand tend to develop emotional relationships and stronger trust toward the company, which subsequently encourages repeat purchases and long-term loyalty. In addition, loyal consumers are more likely to engage in positive word-of-mouth communication and recommend products to others. This indicates that loyalty is not merely reflected through purchasing behavior but also through emotional and psychological commitment toward a brand (Sari & Wijaya, 2019). Recent studies also indicate that customer satisfaction and positive consumption experiences play an important role in strengthening customer loyalty because satisfied consumers tend to maintain long-term relationships with brands and demonstrate higher repurchase intentions (Risal et al., 2025). Furthermore, (Medianti & Hussein, 2025) found that green perceived value and green brand image significantly contribute to strengthening customer loyalty among The Body Shop consumers. Similar findings were reported by Zahra Rahmi Hanifah (2022), who explained that consumers are more likely to remain loyal to cosmetic brands that consistently demonstrate environmental responsibility and align with consumers personal values regarding sustainability. In the context of environmentally friendly cosmetics, customer loyalty is also influenced by consumers perceptions of ethical business practices, sustainability commitment, and positive brand experiences that create stronger emotional attachment toward a brand (Kewakuma et al., 2021; Zaini et al., 2025).

Effect of Green Marketing on Customer Loyalty

Green marketing is regarded as a marketing approach that incorporates environmental concerns into all company marketing activities, including product development, packaging, distribution, and marketing communication. Companies apply this strategy to generate added value that corresponds with the growing consumer concern about sustainability issues. From the perspective of marketing theory, marketing activities are seen as efforts to create value that shape consumer perceptions and attitudes toward brands, ultimately influencing loyalty behavior (ERAWAN et al., 2024). The application of green marketing enables companies to build brand differentiation and a positive image in the eyes of consumers. Several previous studies show that environmentally friendly marketing strategies are related to consumer loyalty, as consumers tend to maintain relationships with brands perceived as having ethical values and environmental responsibility (Wijayanti & Murtdlo, 2025); (Gustiani et al., 2021). According to Kewakuma et al (2021) also found that eco-friendly marketing has a positive and significant impact on customer loyalty among consumers of The Body Shop products. In

addition, Chalimatuz et al (2017) explained that environmentally friendly product strategies and green brand positioning implemented by The Body Shop contribute to strengthening consumer trust and loyalty behavior. According to Lambok et al. (2026) further stated that green perceived value and sustainability-oriented marketing activities positively influence consumer attachment and repurchase intentions toward green cosmetic products. Similar findings were reported by Hanifah & Ariyanti (2022), who found that consumers increasingly prefer brands demonstrating environmental commitment because such practices create stronger emotional relationships and positive brand evaluations. Moreover, Zaini et al. (2024) explained that environmentally conscious consumers tend to maintain long-term relationships with brands that consistently implement ethical and sustainable business practices. Green marketing strategies can strengthen customer loyalty by creating positive consumer perceptions, emotional attachment, and trust toward environmentally responsible brands. However, the effectiveness of green marketing in shaping loyalty may vary across different contexts and consumer characteristics.

H1: Green Marketing affects Customer Loyalty.

Effect of Green Marketing on Customer Satisfaction

Green marketing not only functions as a means of building brand image but also as a strategy to meet the needs and expectations of consumers who increasingly pay attention to environmental aspects. In marketing theory, customer satisfaction is viewed as the result of consumers' evaluation of the value received from a company's marketing activities (ERAWAN et al., 2024). When green marketing strategies are implemented consistently, consumers may perceive alignment between the values offered by the company and their expectations, thereby encouraging positive evaluations of product usage experiences. Several studies indicate that the implementation of green marketing is associated with customer satisfaction levels because it fulfills both functional needs and consumers ethical values (Qadri & Sinambela, 2024; Safitri et al., 2024). In addition, Rohmah & Tobing (2023) explain that green brand image and green perceived value positively influence consumers evaluations toward The Body Shop products. Therefore, green marketing is considered relevant to examine in relation to customer satisfaction.

H2: Green Marketing affects Customer Satisfaction.

Effect of Customer Satisfaction on Customer Loyalty

Customer satisfaction describes consumers' evaluative condition after comparing expectations before purchase with actual experiences after using a product. Within the framework of marketing theory, customer satisfaction becomes a reflection of a company's ability to deliver value and maintain long-term relationships with consumers (Erawan et al., 2024). Consumers who feel satisfied tend to show positive attitudes toward a brand and have a tendency to maintain that relationship through repeat purchases. Several studies find that customer satisfaction is associated with consumer loyalty, reflected in brand commitment and positive recommendations to others (Wijayanti & Murtadlo, 2025; Zaini et al., 2025). According to Sari & Wijaya (2019) also explain that positive customer experiences and trust can strengthen loyalty behavior in the beauty industry. However, other studies indicate that the relationship is not always consistent across research contexts Qadri & Sinambela (2024), making further examination necessary.

H3: Customer Satisfaction affects Customer Loyalty.

Customer Satisfaction as an Mediating Variable in the Association Between Green Marketing and Customer Loyalty

In marketing theory, the influence of marketing strategies on consumer behavior is not always direct but may occur through consumers internal evaluation processes. Green marketing has the potential to shape initial consumer perceptions regarding brand value and image, while customer satisfaction reflects consumers evaluation after using a product. According to Erawan et al. (2024) explain that customer satisfaction serves as a connecting factor between marketing strategies and consumer loyalty behavior. Several previous studies have also suggested that customer satisfaction may function as a mediating variable in the relationship between marketing strategies and customer loyalty (Safitri et al., 2024; Wijayanti & Murtadlo, 2025). However, a number of studies have produced contrasting findings regarding this relationship (Qadri & Sinambela, 2024). According to Kewakuma et al. (2021) also revealed that positive perceptions toward green marketing strategies strengthen consumer evaluations and ultimately encourage loyalty behavior among The Body Shop consumers. Therefore, the mediating role of customer satisfaction in the relationship between green marketing and customer loyalty is relevant to be examined.

H4: Customer Satisfaction mediates the effect of Green Marketing on Customer Loyalty.

METHODOLOGY

This study employed a quantitative research approach with an explanatory research design. This design was selected because it enables researchers to examine and explain the causal relationships among the variables investigated, namely Green Marketing, Customer Satisfaction, and Customer Loyalty. Furthermore, the explanatory approach is appropriate for testing hypotheses and determining the extent to which Green Marketing influences Customer Satisfaction and Customer Loyalty among consumers of The Body Shop Body Mist products in Surabaya. The participants in this study were consumers who had purchased and used The Body Shop Body Mist products in Surabaya. Since the exact population size was unknown, the sample size was determined based on the recommendation of Hair et al. (2019) for SEM-PLS analysis, which considers the number of indicators included in the research model. This study applied a purposive sampling technique, whereby respondents were selected according to specific criteria, namely individuals who had experience purchasing and using The Body Shop products. Data were collected through a structured questionnaire distributed to eligible respondents. The questionnaire utilized a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to measure respondents' perceptions of the variables examined in this study. This method was chosen because it allows researchers to gather quantitative data efficiently and assess respondents' attitudes and opinions regarding Green Marketing, Customer Satisfaction, and Customer Loyalty. The research instrument consisted of a questionnaire adapted from previous studies. The Green Marketing variable was measured using 13 statement items adopted from Dewi (2022), covering the dimensions of green product, green price, green place, and green promotion. The Customer Satisfaction variable was measured using four statement items adapted from (Amiruddin et al., 2024), which assessed product quality satisfaction, conformity with expectations, repurchase intention, and recommendation intention. Meanwhile, the Customer Loyalty variable was measured using eight statement items adapted (Bobâlca et al., 2012), representing affective loyalty, conative

loyalty, and action loyalty dimensions. The collected data were analyzed using Structural Equation Modelling–Partial Least Squares (SEM-PLS) with SmartPLS 3 software. This analytical technique was chosen because it is capable of simultaneously examining complex relationships among variables and is suitable for models involving mediating variables. The analysis consisted of two stages. First, the outer model evaluation was conducted to assess construct validity and reliability using outer loading, Average Variance Extracted (AVE), Composite Reliability, and Cronbach’s Alpha. Second, the inner model evaluation was performed to examine the structural relationships among variables and test the proposed hypotheses through path coefficients, R-square values, and bootstrapping procedures, following the guidelines of (Hair et al., 2019).

RESULTS AND DISCUSSION

Respondent Characteristics

Before presenting the evaluation of the measurement model, this study first outlines the characteristics of the respondents to provide an overview of the research sample used in the analysis. The respondents involved in this study were consumers residing in Surabaya who had purchased and used The Body Shop Body Mist products. The respondent characteristics analyzed in this study include gender, age, occupation, last purchase time, and purchase frequency. These characteristics are important because they help explain the profile of consumers participating in the research and provide contextual understanding regarding consumer behavior toward environmentally friendly cosmetic products. A total of 150 valid responses were successfully collected and analyzed using SmartPLS 3. The distribution of respondent characteristics is presented in **Table 1**.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	71	47.3%
	Women	79	52.7%
Age	17 – 20 years old	51	34.0 %
	21 - 30 years old	98	65.3%
	31 – 40 years old	1	0.7%
Last Purchase Time	Less than 1 year	54 respondents	36.4%
	1–2 years	96 respondents	63.6%
Purchase Frequency	2–3 times	130 respondents	86.0 %
	4–5 times	20 respondents	13.3 %

Table 1 explained almost all participants in this study were female, comprising 52.7% of the total participants, while male participants comprised 47.3%. In terms of age, the majority of participants were in the 21–30 years old range (65.3%), followed by participants aged 17–20 years (34.0%). These results indicate that The Body Shop's Body Mist products are primarily used by young consumers who are typically more sensitive to lifestyle trends and environmental concerns. Regarding purchasing behavior, most respondents stated that they had purchased The Body Shop Body Mist products within the last 1–2 years (57.3%), while 42.0% had purchased the products within less than one year. Additionally, the majority of respondents purchased the products 2–3 times during the last five years, accounting for 86.0% of the respondents. These findings indicate that the respondents have sufficient purchasing

experience and familiarity with The Body Shop Body Mist products, thereby making them appropriate participants for assessing the variables.

Measurement Model Evaluation

At the first stage, the measurement model was analyzed using SmartPLS 3 to verify that the constructs employed in this research satisfied the required standards of validity and reliability. The evaluation process covered convergent validity and construct reliability testing. Convergent validity was determined based on the outer loading value of each indicator, while construct reliability was examined through Composite Reliability, Cronbach's Alpha, Composite and Average Variance Extracted (AVE). Referring to Hair et al. (2019), The loading indicator value exceeding 0.50 is considered adequate, while the Cronbach's Alpha and Composite Reliability figures are expected to be more than 0.70, and the AVE value should be greater than 0.50 to indicate that the convergent validity is satisfactory. The outcomes of the measurement model assessment are presented in Table 2.

Table 2. Measurement Model

Construct	Loadings	CR	CA	AVE
Green Marketing		0.970	0.965	0.717
The product does not contain hazardous substances	0.900			
Using simple packaging	0.668			
Not harmful to living beings	0.895			
The product does not pollute the environment	0.887			
The price of eco-friendly products is reasonable	0.598			
Consumers are willing to pay	0.922			
The price of the product is commensurate with its quality	0.922			
The price of the product matches its benefits	0.894			
The location or distance of a strategic outlet	0.900			
There are many outlets	0.897			
Order eco-friendly products	0.609			
Campaigning for a healthy lifestyle by using the products that were created	0.904			
Displaying the Company's image regarding environmental responsibility	0.908			
Customer Satisfaction		0.968	0.950	0.909
I am satisfied with the quality of this cosmetic product	0.967			
I will always buy this cosmetic product in the future	0.956			
I will recommend this cosmetic product to others	0.937			
Customer Loyalty		0.973	0.968	0.785
I bought this brand because I really like it	0.935			
I am happy to buy this brand rather than other brands	0.906			

I prefer this cosmetic brand over other brands	0.642
I feel more attached to this brand than to other brands	0.928
I am more interested in this brand than other brands	0.895
I intend to buy this brand in the future as well	0.912
I intend to buy another product from this brand	0.916
I recommend this brand to those who ask for my advice	0.919
I say positive things about this brand to other people	0.890
I consider this company my first choice when I want to buy cosmetic products	0.878

Referring to Table 2, every indicator used in this research obtained an outer loading value exceeding the minimum criterion of 0.50, which indicates that each indicator was capable of representing its corresponding construct properly. (Hair et al., 2019). Although several indicators showed relatively lower loading values compared to the other indicators, these values remained acceptable because they exceeded the recommended threshold for exploratory and behavioral research. Therefore, all indicators were retained and considered appropriate for measuring the constructs used in this study.

Furthermore, all constructs in this study showed Composite Reliability and Cronbach's Alpha values exceeding 0.70, indicating a high level of internal consistency reliability. The Green Marketing construct recorded Composite Reliability and Cronbach's Alpha values of 0.970 and 0.965, respectively, whereas the Customer Loyalty construct reached 0.973 and 0.968. Meanwhile, Customer Satisfaction also exhibited strong reliability with Composite Reliability and Cronbach's Alpha values of 0.968 and 0.950. In terms of convergent validity, each construct generated an AVE value greater than 0.50, suggesting that the constructs were able to explain the variance of their indicators effectively and possessed satisfactory convergent validity (Hair et al., 2019). Thus, the measurement model used in this study can be regarded as valid and reliable for conducting further structural model analysis.

Hypothesis Testing

After the test model is tested, the next step is to analyze the structural model to verify the proposed hypothesis. Hypothesis testing is carried out using the bootstrapping feature in SmartPLS 3. The significance of the relationship between variables is determined through path coefficient analysis, t-value, and p-value. According to (Hair et al., 2019), hypothesis can be considered accepted if the p-value is below 0.05 and the t-value exceeds 1.96. The findings of the hypothesis testing are shown in Table 3.

Tabel 3. Hypothesis Testing

Relationship	Coefficient	p-value	Decision
Direct effect			
Green Marketing > Customer Loyalty	0.581	0.000	Accepted
Green Marketing > Customer Satisfaction	0.918	0.000	Accepted
Customer Satisfaction > Customer Loyalty	0.401	0.000	Accepted
Green Marketing > Customer Satisfaction > Customer Loyalty	0.367	0.000	Accepted

Referring to Table 3, the findings revealed that every hypothesis formulated in this study was accepted. The effect of Green Marketing on Customer Loyalty produced a path coefficient of 0.581 and a p-value of 0.000, demonstrating that Green Marketing has a positive and statistically significant impact on Customer Loyalty. This finding implies showing that consumers tend to be more likely to remain loyal to brands that consistently apply environmentally friendly marketing practices. The result also supports previous studies explaining that green marketing contributes to strengthening long-term relationships with consumers and increasing brand loyalty (Wijayanti & Murdadlo, 2025).

The effect of Green Marketing on Customer Satisfaction was also found to be positive and statistically significant, as reflected by a coefficient value of 0.918 and a p-value of 0.000. This finding indicates that environmentally friendly marketing practices implemented by The Body Shop are able to fulfill consumer expectations and create positive evaluations of the products. Consumers increasingly appreciate brands that demonstrate concern for environmental sustainability, which subsequently enhances satisfaction levels (Qadri & Sinambela, 2024); (Safitri et al., 2024).

In addition, Customer Satisfaction showed a positive and significant influence on Customer Loyalty, with a coefficient value of 0.401 and a p-value of 0.000. This result suggests that satisfied consumers tend to repurchase and remain loyal to The Body Shop products, supporting the theory that customer satisfaction strengthens long-term consumer-brand relationships is important role Dewi (2022), Indirect impact analysis shows that Customer Satisfaction significantly plays a role as a mediator in the relationship between Green Marketing and Customer Loyalty, with a coefficient value of 0.367 and a p-value of 0.000. This finding indicates that Green Marketing not only has a direct impact on Customer Loyalty but also influences customer loyalty indirectly through Customer Satisfaction. In other words, the environmentally friendly marketing approach implemented by The Body Shop is able to increase consumer satisfaction, which in turn encourages a stronger increase in customer loyalty.

Theoretical Implication

This study results provide several contributions to the advancement of marketing and particularly in relation to green marketing and sustainable consumer behavior. This study reinforces marketing theory, which explains that marketing strategies are capable of influencing consumer perceptions, evaluations, and behavioral responses toward brands (Erawan et al., 2024). The results demonstrate that green marketing is not only important as a promotional approach but also acts as a value-creation mechanism that can simultaneously affect customer loyalty and satisfaction. In addition, the results are consistent with previous journal was

suggesting that environmentally friendly marketing practices help strengthen consumer trust, emotional attachment, and long-term relationships with brands (Rizqiningsih & Widodo, 2021); (Lie & Silintonga, 2024); (Yasari et al., 2025).

This study adds to existing insights by highlighting the crucial role of Customer Satisfaction as an intermediary factor in the relationship between Green Marketing and Customer Loyalty. The findings indicate that consumers evaluations of environmentally friendly marketing activities significantly influence their satisfaction, which subsequently strengthens loyalty behavior. This result supports previous studies explaining that customer satisfaction serves as an internal evaluative mechanism linking marketing strategies and consumer loyalty (Pramadanti et al., 2025; Wijayanti & Murtadlo, 2025). In addition, the findings extend previous studies in the cosmetics industry by showing that consumers increasingly consider environmental values, ethical business practices, and sustainability-oriented product attributes when evaluating brands and maintaining loyalty relationships (Kewakuma et al., 2021; Sofyan & Fitriani, 2023).

This study also enriches empirical literature regarding green marketing implementation in the cosmetics industry, particularly within the context of The Body Shop as a green brand. The findings demonstrate that sustainability-oriented marketing strategies such as recyclable packaging, cruelty-free campaigns, refill programs, and environmentally friendly product positioning can strengthen positive consumer responses toward brands. These results support previous studies showing that green marketing practices positively influence purchasing behavior, customer satisfaction, and customer loyalty in environmentally conscious consumer segments (Chalimatuz et al., 2017; Rohmah & Tobing, 2023). Therefore, this study contributes to the growing literature on sustainable marketing by providing empirical evidence that green marketing strategies can become an important approach for maintaining long-term customer relationships in the beauty and personal care industry.

Practical Implications

This research offer practical insights for companies in the cosmetics and personal care sector, especially The Body Shop by showing that environmentally oriented marketing strategies can improve customer satisfaction and strengthen customer loyalty. The findings suggest that sustainable marketing practices help build positive consumer perceptions and support long-term customer relationships. Therefore, companies should consistently adopt eco-friendly initiatives such as recyclable packaging, refill systems, cruelty-free campaigns, and the use of natural ingredients to address the growing demand for sustainable products. According to Medianti & Hussein (2025; Yasari et al. (2025), companies should strengthen marketing communications emphasizing environmental responsibility and ethical values because consumers increasingly appreciate brands that demonstrate genuine commitment toward sustainability (Genoveva, 2019; Qadri & Sinambela, 2024).

Furthermore, the findings also show that Customer Satisfaction has an important role in reinforcing Customer Loyalty. This suggests that companies should not only emphasize green marketing campaigns to attract consumers, but also ensure high product quality and satisfying consumption experiences for customers. Companies are expected to improve product performance, service quality, and customer engagement to create stronger emotional attachment toward the brand. Positive consumer experiences can encourage repeat purchases, positive word-of-mouth communication, and stronger loyalty behavior (Dewi, 2022; Wijayanti & Murtadlo, 2025). Therefore, Dewi (2022) companies should continuously evaluate consumer expectations and preferences related to environmentally friendly products and sustainability-

oriented services.

This study also implies that sustainability-based marketing strategies can become an important competitive advantage in the increasingly competitive cosmetics industry. Consumers today are more selective and tend to support brands that align with their personal values regarding environmental preservation and ethical consumption behavior. Therefore, companies should integrate sustainability values into their long-term marketing strategies and corporate identity rather than using green marketing solely as a promotional tool. By maintaining consistency in environmentally responsible business practices, companies can strengthen brand image, increase customer trust, and sustain long-term customer relationships (Amiruddin et al., 2024; Kewakuma et al., 2021; Rohmah & Tobing, 2023).

Limitations and Future Research Directions

This result has several limitations that should be considered when interpreting the findings. First, the study only involved customers of The Body Shop Body Mist products in Surabaya, which may limit the applicability of the results to other areas, product types, or consumer groups. Consumer perceptions and loyalty toward green marketing practices may differ based on demographic factors, purchasing capability, and levels of environmental awareness. Second, this study focused solely on the variables of Green Marketing, Customer Satisfaction, and Customer Loyalty, while other variables that may influence customer loyalty (Amiruddin et al., 2024; Sofyan & Fitriani, 2023). Third, the study relied on questionnaires as the primary data collection method, which may lead to response bias and differences in respondents' subjective interpretations.

Future research is suggested to involve wider geographical coverage and different environmentally friendly industries to increase the generalizability of the findings. Researchers are also encouraged to include additional variables related to consumer behavior and sustainable marketing, such as green trust, perceived green value, brand image, and purchase intention, in order to build a more comprehensive research model (Qadri & Sinambela, 2024; Yasari et al., 2025). Comparative or long-term methods can be used to account for variations in customer views and loyalty over time, which in turn provides a deeper understanding of the ongoing efficiency of eco-friendly marketing tactics in the beauty and sustainable products industry.

DISCUSSIONS

Results of this research reveal that green marketing has significant and positive influence on both customer satisfaction and customer loyalty among customers of The Body Shop in Surabaya. These findings indicate that environmentally friendly marketing practices implemented by The Body Shop are capable of enhancing consumer loyalty while also improving customer satisfaction. Consumers are likely to form favorable perceptions toward brands that consistently demonstrate environmental responsibility through recyclable packaging, cruelty-free campaigns, refill programs, and sustainability-based business practices. These results are in line with marketing principles, which state that marketing approaches can influence consumers' views, assessments, and actions towards goods or services brands (Erawan et al., 2024). The findings are also consistent with previous studies reporting that green marketing positively affects customer satisfaction, purchasing decisions, and customer loyalty toward environmentally friendly brands (Lie & Silintonga, 2024; Medianti & Hussein, 2025; Rizqiningsih & Widodo, 2021; Yasari et al., 2025).

Moreover, the results that customer satisfaction has significant and positive effect on customer loyalty. This research that consumers who are satisfied with The Body Shop products

are likely repurchase the products, recommend them to others, and maintain long-term relationships with the brand. In the cosmetics industry, customer satisfaction is determined not only by product quality but also by emotional attachment, consumer trust, and consumers' perceptions of environmental sustainability values. Research result is consistent with previous journal was indicating that satisfied consumers tend to show higher loyalty and engage in positive word-of-mouth communication (Pramadanti et al., 2025; Wijayanti & Murtadlo, 2025). Similar findings were reported by Sari & Wijaya (2019) and Kewakuma et al. (2021), who explained that positive consumer experiences and favorable perceptions toward green brands significantly influence customer loyalty toward The Body Shop products.

Research model adopted in this study, it was found that Customer Satisfaction serves as a significant mediator in the relationship between Green Marketing and Customer Loyalty. This implies that the green marketing approach implemented by The Body Shop not only directly influences customer loyalty but also strengthens loyalty indirectly by increasing customer satisfaction. Customers who perceive a company's strong environmental commitment tend to experience higher levels of satisfaction, which in turn strengthens their emotional affinity and loyalty to the brand. This finding supports previous studies conducted by Lie & Silintonga (2024); Safitri et al. (2024); Wijayanti & Murtadlo (2025); Yasari et al. (2025), which state that customer satisfaction has an important role in linking green marketing strategies with long-term customer loyalty. Therefore, environmentally oriented marketing practices can be regarded as an important strategic approach for companies in maintaining customer satisfaction and strengthening sustainable relationships with consumers in the cosmetics industry

CONCLUSION

Based on the results, it can be concluded that Green Marketing has a significant effect in increasing Customer Satisfaction and Customer Loyalty among consumers of The Body Shop, Body Mist products in Surabaya. The application of environmentally oriented marketing strategies, including eco-friendly products, recyclable packaging, and sustainability-based campaigns, is capable of creating positive consumer perceptions that subsequently encourage higher levels of satisfaction and loyalty. In addition, Customer Satisfaction was also found to positively influence Customer Loyalty, indicating that consumers who are satisfied are more likely to maintain long-term relationships with the company and demonstrate repeat purchasing behaviour. Moreover, Customer Satisfaction was proven to mediate the association between Green Marketing and Customer Loyalty, suggesting that green marketing strategies can indirectly improve customer loyalty through increased customer satisfaction. Therefore, The Body Shop is expected to continuously maintain and enhance its green marketing practices and product quality in order to preserve customer satisfaction and loyalty.

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