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The Effect of Corporate Social Responsibility on Consumer Green Behavior: The Mediating Role of Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction in the Indonesian Hotel Industry

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Abstract

The increasing concern for environmental issues has encouraged the hotel industry to adopt Corporate Social Responsibility (CSR) as part of its sustainability strategy. This study aims to examine the effect of CSR on Consumer Green Behavior (CGB) in the hotel industry in Indonesia by considering Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction as mediating variables. The study used a quantitative approach with data from 200 hotel guests in Indonesia collected through purposive sampling, then analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results showed that CSR has a positive and significant direct effect on CGB (β = 0.383), as well as on Corporate Image (β = 0.716), Service Quality (β = 0.684), Customer Trust (β = 0.616), and Customer Satisfaction (β = 0.639). However, only Customer Satisfaction significantly influences CGB (β = 0.287) and acts as a significant mediator (partial mediation) in the CSR–CGB relationship, while Corporate Image, Service Quality, and Customer Trust do not. This finding indicates that customer satisfaction plays a key role in translating CSR initiatives into tangible environmentally friendly behavior, while perception and trust factors alone are not sufficient to drive such behavior.

Keywords: corporate social responsibility; consumer green behavior; customer satisfaction; industri perhotelan; PLS-SEM

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INTRODUCTION

Tourism plays a strategic role in supporting the national economy, not only as a foreign exchange earner but also as a sector that creates jobs and promotes income equality (Central Bureau of Statistics Indonesia, 2024). Throughout 2024, more than 13 million foreign tourists visited Indonesia, employing nearly 25 million workers and generating foreign exchange of USD 16.7 billion (Ministry of Finance, 2025; Ministry of Tourism, 2025). The success of the tourism sector depends heavily on the readiness of infrastructure and supporting services, including the availability of hotels and accommodations. The number of accommodation service businesses grew 7.48% in 2024 to 31,175 units, with the majority of star-rated hotels concentrated on the islands of Java and Bali (Central Bureau of Statistics Indonesia, 2024).

However, increasing hotel customer demand has negative impacts on the environment, including noise and air pollution, increased waste volume, and massive plastic use (Zientara & Zamojska, 2018). For example, a four-star hotel with 200 rooms can produce up to 300,000 pieces of plastic waste each month (Zengkun, 2019). Indonesia itself ranks second among the largest contributors to marine plastic pollution, with approximately 5.8 million tons of plastic waste per year (World Bank, 2022). This situation emphasizes the urgency for the hotel sector to implement sustainability-based solutions (Suprapto & Haryanto, 2025). The hotel industry currently contributes approximately 1% of total global emissions, and that figure is expected to continue to increase (Latif et al., 2020).

In this context, hotel managers make Corporate Social Responsibility (CSR) a strategic tool to achieve organizational goals while reducing the negative impacts of hotel operations (Kim & Kim, 2016). CSR is defined as voluntary actions undertaken by organizations to improve social, economic, and environmental sustainability (Lai et al., 2010). As social responsibility studies in the hospitality context develop, CSR is projected to have the potential to encourage Consumer Green Behavior (CGB), namely consumer actions and choices related to environmentally sustainable products, services, and practices (Huang et al., 2019; Su & Swanson, 2019).

Several previous studies indicate limitations in evaluating the direct influence of CSR on CGB (Liu et al., 2025). CSR activities often do not have a direct impact, but rather through intermediary variables such as corporate image, customer trust, or perceived service quality, which in turn influence CGB (Latif et al., 2020). Ignoring these mediating factors can lead to erroneous interpretations (Freire & Pieta, 2022). The business and management literature has extensively examined the influence of CSR on

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corporate image (Latif et al., 2020), service quality (Zhang et al., 2020), customer trust (Chen & Wan, 2020), and customer satisfaction (Chaudhary, 2020).

However, the literature on CSR and CGB in the context of developing countries is still relatively limited, while most studies have been conducted in developed countries. Furthermore, only about 9% of the CSR literature focuses on individual-level analysis (Silva et al., 2022). Departing from this gap, this study integrates four mediating variables—Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction—to uncover the mechanisms that mediate the influence of CSR on CGB in the Indonesian hospitality industry. This study expands on Liu et al.'s (2025) model by testing its relevance in the context of developing countries. Therefore, this study aims to analyze the direct influence of CSR on CGB and the four mediating variables, the influence of each mediating variable on CGB, and the mediating role of these four variables in the CSR-CGB relationship.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Theoretical Basis

Corporate Social Responsibility (CSR). *From a consumer perspective, CSR is understood as a company's commitment to conducting business activities in line with the values, norms, and interests of society (Bowen & Johnson, 1953). Carroll (1979) stated that CSR encompasses economic, legal, ethical, and social aspects, while the triple bottom line concept (Elkington & Rowlands, 1999) emphasizes the balance between people, planet, and profit. CSR is now viewed not as an additional activity, but as part of a company's strategy to build value and competitive advantage (Kim & Kim, 2016).*

Consumer Green Behavior (CGB). As a form of behavioral intention, CGB refers to consumer actions and choices related to environmentally sustainable products, services, and practices (Huang et al., 2019). This behavior reflects a commitment to reducing environmental impact through choices such as purchasing environmentally friendly products, supporting green businesses, minimizing waste, and conserving resources (Su & Swanson, 2019). Factors influencing CGB are classified into external, internal, and situational factors (Carrete et al., 2012).

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Corporate Image, Service Quality, Customer Trust, dan Customer Satisfaction. Corporate image is an individual's perception of a company's reputation, values, and culture, which is shaped by various factors, including CSR implementation (Arendt & Brettel, 2010). Service quality is a customer attitude that arises from comparing expectations with actual service performance (Zeithaml et al., 1996; Kolkailah et al., 2012). Customer trust refers to the belief that a company is able to act consistently and reliably in maintaining the long-term interests of customers (Crosby et al., 1990). Customer satisfaction is a customer response when a hotel's performance is perceived to meet or exceed expectations (Oliver, 1980).

Hypothesis Development

Companies engaged in CSR activities significantly influence individual behavior (Latif et al., 2020). When customers perceive companies engaging in environmentally friendly programs, they are more likely to exhibit pro-environmental behavior (Ahmed et al., 2020). Liu et al. (2025) showed that CSR has a positive and significant effect on CGB. Furthermore, CSR is seen as capable of building corporate image and company reputation (Agyabeng-Mensah et al., 2020), improving service quality as a social responsibility practice (Latif et al., 2020), strengthening customer trust through alignment of company values with customers (Palacios-Florencio et al., 2018), and forming customer satisfaction (Phillips et al., 2019). Based on this, the first five hypotheses are formulated:

H1:CSR has a positive and significant effect on Consumer Green Behavior.
H2: CSR has a positive and significant effect on Corporate Image.
H3:CSR has a positive and significant effect on Service Quality.
H4:CSR has a positive and significant effect on Customer Trust.
H5:CSR has a positive and significant effect on Customer Satisfaction.

The four mediating variables are also believed to influence CGB. A positive corporate image can strengthen consumer identification with the hotel (Latif et al., 2022); high service quality attracts customers who support sustainable development (Kim & Kim, 2016); customer trust fosters long-term relationships that support green behavior (Silva et al., 2022); and customer satisfaction creates a positive affective state that strengthens consumer engagement with sustainability values (Latif et al., 2020). Therefore, the following formula is formulated:

H6: Corporate Image has a positive and significant influence on Consumer Green Behavior.

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H7: Service Quality has a positive and significant effect on Consumer Green Behavior.
H8: Customer Trust has a positive and significant effect on Consumer Green Behavior.
H9: Customer Satisfaction has a positive and significant effect on Consumer Green Behavior.

Because the influence of CSR on CGB is generally indirect and involves supporting constructs (Freire & Pieta, 2022), these four variables are positioned as mediators in the CSR–CGB relationship. Therefore, the mediation hypothesis is formulated:

H10: Corporate Image mediates the relationship between CSR and Consumer Green Behavior.
H11: Service Quality mediates the relationship between CSR and Consumer Green Behavior.
H12: Customer Trust mediates the relationship between CSR and Consumer Green Behavior.
H13: Customer Satisfaction mediates the relationship between CSR and Consumer Green Behavior.

Research Model

Based on theoretical studies and hypothesis development, the research model which is a replication and development of Liu et al. (2025) is presented in Figure 1. The model places CSR as an exogenous variable, CGB as an endogenous variable, and Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction as mediating variables.



Figure 1. Research Model

RESEARCH METHODS

This study used a quantitative approach with primary data. The object of the study was the Indonesian hotel industry, including both non-starred and one- to five-star

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hotels. The subjects were guests who had or were currently staying at hotels in Indonesia. Data were collected through a questionnaire-based survey distributed via Google Forms (Sekaran & Bougie, 2016).

The sampling technique used non-probability sampling with a purposive sampling method. The respondent criteria were: (1) hotel guests aged at least 17 years; and (2) having or currently staying at least one night within the last three months. Referring to Roscoe et al. (1975), a good sample size ranges from 30–500; this study targeted a minimum of 150 respondents. The questionnaire was distributed between 4–19 December 2025 and obtained 225 responses, of which 25 did not meet the criteria, resulting in a final data analysis of 200 respondents. Measurements used a five-point Likert scale. All variables were measured using indicators adapted from Liu et al. (2025), as summarized in Table 1.

Table 1. Operational Definitions and Variable Indicators

Variables	Operational Definition	Number of Items	Indicator Source
Corporate Social Responsibility (CSR)	Customer perceptions of the hotel's commitment to aligning policies and actions with community and environmental values.	7 (CSR1–CSR7)	Liu et al. (2025)
Consumer Green Behavior (CGB)	Guest behavior that refers to the choice of environmentally friendly products/services as a commitment to reducing negative environmental impacts.	5 (CGB1–CGB5)	Liu et al. (2025)
Corporate Image (CI)	Guest perceptions of a hotel's reputation, values, and culture.	4 (CI1–CI4)	Liu et al. (2025)
Service Quality (SQ)	The hotel's ability to produce or organize services effectively and efficiently.	4 (SQ1–SQ4)	Liu et al. (2025)

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Variables	Operational Definition	Number of Items	Indicator Source
Customer Trust (CT)	Confidence that the hotel can be relied upon to act in the long-term interests of consumers.	4 (CT1–CT4)	Liu et al. (2025)
Customer Satisfaction (CS)	Customer response when hotel performance meets or exceeds expectations.	4 (CS1–CS4)	Liu et al. (2025)

Source: Adapted from Liu et al. (2025)

Data analysis used Partial Least Squares–Structural Equation Modeling (PLS-SEM). Evaluation of the measurement model (outer model) includes convergent validity (outer loading and AVE), discriminant validity (Fornell-Larcker criteria and cross loading), and reliability (Cronbach's alpha and composite reliability). Evaluation of the structural model (inner model) includes R-square, f-square, and Q-square. Hypothesis testing was conducted through a bootstrapping procedure to obtain path coefficient values (original sample), standard deviations, and p-values, both for direct effects and indirect/mediation effects, with a significance criterion of p-value <0.05 (Hair et al., 2019). Quantitative analysis was complemented by analysis of open-ended questions through open coding techniques as triangulation.

RESULTS AND DISCUSSION

Respondent Characteristics

Of the 225 questionnaires collected, 200 respondents met the criteria and were used in the analysis. Based on the hotels assessed, the majority were located in West Java (23%) and were classified as four-star hotels (42%). In terms of respondents, the majority were female (79%), aged 17–25 years (79%), had a high school education (55%), were students (67%), lived in West Java (27%), and had an income below Rp5,000,000 per month (65%). A summary of key characteristics is presented in Table 2.

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Table 2. Respondent Characteristics (n = 200)

Characteristics	Dominant Category	Frequency	Percentage
Gender	Woman	157	79%
Age	17–25 years	157	79%
Education	SMA	109	55%
Work	Students	134	67%
Domicile	West Java	54	27%
Income/month	< Rp5.000.000	130	65%
Hotel Categories	4 star hotel	83	42%

Source: Processed primary data (2025)

Descriptive Analysis

The descriptive analysis results in Table 3 show that all variables are in the high category. Service Quality obtained the highest average score (4.356), followed by Corporate Image (4.313) and Customer Satisfaction (4.296). This indicates positive respondent perceptions of the studied aspects, including the implementation of CSR, which is perceived favorably by consumers.

Table 3. Results of Descriptive Analysis of Variables

Variables	Average (Mean)	Category
Corporate Social Responsibility	4,215	High
Consumer Green Behavior	4,190	High
Corporate Image	4,313	High
Service Quality	4,356	High
Customer Trust	4,281	High
Customer Satisfaction	4,296	High

Sumber: Output PLS-SEM (2025)

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Evaluation of the Measurement Model (Outer Model)

The results of the convergent validity test show that all indicators have outer loadings above 0.50, thus being declared valid; according to Hair et al. (2019), in a sample of 200 respondents, a loading value of ≥ 0.40 is acceptable. The AVE values for Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction are above 0.50, while CSR (0.427) and CGB (0.459) are slightly below the threshold. However, referring to Fornell and Larcker (1981), an AVE value below 0.50 is still acceptable if the composite reliability of the construct is greater than 0.60. All constructs have composite reliability above 0.70, so convergent validity remains adequate. The reliability test shows that all constructs are reliable; although Cronbach's alpha for Customer Satisfaction (0.699) is slightly below 0.70, its composite reliability (0.816) meets the criteria (Nunnally & Bernstein, 1994). The summary is presented in Table 4.

Table 4. Results of Convergent Validity and Reliability Tests

Variables	Outer Loading	AVE	Cronbach's α	Composite Reliability
Corporate Social Responsibility	0,566–0,753	0,427	0,776	0,838
Consumer Green Behavior	0,589–0,786	0,459	0,704	0,808
Corporate Image	0,717–0,771	0,538	0,715	0,823
Service Quality	0,710–0,797	0,562	0,739	0,837
Customer Trust	0,652–0,821	0,537	0,708	0,821
Customer Satisfaction	0,693–0,761	0,526	0,699	0,816

Sumber: Output PLS-SEM (2025)

Discriminant validity was tested using the Fornell-Larcker criteria (Table 5) and cross-loading. In general, the square root of the AVE value for each construct (diagonal value) was greater than its correlation with other constructs, and each indicator had the highest loading on its respective construct. There was slight disagreement in several pairs of constructs (range 0.011–0.031), but the differences were small, so the model was considered to still meet discriminant validity.

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Table 5. Fornell-Larcker Criteria

Construct	AGM	THERE	CSR	CS	CT	SQ
AGM	0,677					
THERE	0,625	0,734				
CSR	0,654	0,716	0,653			
CS	0,622	0,753	0,639	0,725		
CT	0,517	0,689	0,616	0,662	0,733	
SQ	0,545	0,767	0,684	0,736	0,639	0,750

Source: PLS-SEM output (2025). The diagonal values are the square roots of AVE.

Structural Model Evaluation (Inner Model)

The R-square value shows that CGB (0.509) and Corporate Image (0.513) are in the moderate category, while Service Quality (0.468), Customer Satisfaction (0.408), and Customer Trust (0.380) are close to moderate. Exogenous variables are able to explain 50.9% of the variation in CGB. The f-square value shows that the influence of CSR on Corporate Image (1.052), Service Quality (0.881), Customer Satisfaction (0.688), and Customer Trust (0.612) is relatively large, while the influence of the four mediators on CGB is relatively small to no effect. All endogenous constructs have Q-square values above zero, indicating that the model has good predictive relevance. A summary is presented in Table 6.

Table 6. Summary of Structural Model Evaluation (R^2 and Q^2)

Endogenous Construct	R-square	Category	Q-square
Consumer Green Behavior	0,509	Moderate	0,501
Corporate Image	0,513	Moderate	0,389
Service Quality	0,468	Moderate	0,410
Customer Satisfaction	0,408	Moderate	0,353
Customer Trust	0,380	Moderate	0,452

Sumber: Output PLS-SEM (2025)

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Hypothesis Testing

Hypothesis testing was conducted using a bootstrapping procedure. The direct effect test (Table 7) shows that CSR has a positive and significant effect on CGB, Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction (H1–H5 supported). However, among the four mediators, only Customer Satisfaction has a significant effect on CGB (H9 supported), while Corporate Image, Service Quality, and Customer Trust have no significant effect (H6, H7, H8 rejected).

Table 7. Results of the Direct Effect Test

Hip.	Track	Coefficients (β)	t-Statistic	p-Value	Information
H1	CSR → AGM	0,383	4,614	0,000	Supported
H2	CSR → Corporate Image	0,716	15,565	0,000	Supported
H3	CSR → Service Quality	0,684	13,154	0,000	Supported
H4	CSR → Customer Trust	0,616	10,267	0,000	Supported
H5	CSR → Customer Satisfaction	0,639	10,306	0,000	Supported
H6	Corporate Image → CGB	0,189	1,783	0,073	Rejected
H7	Service Quality → CGB	-0,081	0,559	0,574	Rejected
H8	Customer Trust → CGB	0,012	0,109	0,911	Rejected
H9	Customer Satisfaction → CGB	0,287	2,372	0,018	Supported

Sumber: Output PLS-SEM (2025). t-Statistik = |O/STDEV|.

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The indirect effect (mediation) test in Table 8 shows that only the CSR → Customer Satisfaction → CGB path is significant (p = 0.026), so that Customer Satisfaction is proven to mediate the CSR–CGB relationship. Because the direct effect of CSR on CGB is also significant, this mediation role is partial mediation. In contrast, the mediation path through Corporate Image, Service Quality, and Customer Trust is not significant, so H10, H11, and H12 are rejected, while H13 is supported.

Table 8. Results of the Indirect Effect Test

Hip.	Mediation Path	Coefficients (β)	t-Statistic	p-Value	Information
H10	CSR → Corporate Image → CGB	0,136	1,766	0,078	Rejected
H11	CSR → Service Quality → CGB	-0,056	0,554	0,582	Rejected
H12	CSR → Customer Trust → CGB	0,008	0,116	0,913	Rejected
H13	CSR → Customer Satisfaction → CGB	0,183	2,232	0,026	Supported

Source: PLS-SEM output (2025). H13 = partial mediation.

Open Question Analysis

To enrich the quantitative findings, responses to open-ended questions were analyzed using open coding techniques and grouped according to research constructs. Regarding CSR, respondents highlighted the hotel's environmental commitment (18 respondents), sustainability policies (14 respondents), and social responsibility (11 respondents), reflected in statements such as appreciation for environmentally friendly programs and consistency in maintaining cleanliness. Respondents' quotes related to Corporate Image and Service Quality tended to reflect assessments of reputation and facility comfort without directly linking these to changes in environmentally friendly behavior. These qualitative findings are consistent with the quantitative results, which indicate that perceptual factors are insufficient to drive CGB, while personal satisfaction plays a stronger role.

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DISCUSSION

Direct Effect of CSR on CGB and Mediating Variables

The results of the study indicate that CSR has a positive and significant direct effect on CGB (H1 is supported). When guests perceive hotels engaging in environmentally friendly programs, they are more likely to exhibit pro-environmental behavior during their stay, in line with Ahmed et al. (2020) and Liu et al. (2025). This finding extends Liu et al.'s (2025) argument by demonstrating that the direct effect of CSR on CGB remains relevant in the context of developing countries. Furthermore, CSR is proven to have a positive and significant effect on Corporate Image (H2), Service Quality (H3), Customer Trust (H4), and Customer Satisfaction (H5), with a relatively large f-square. This confirms that the actual implementation of CSR creates a positive image perception, improves perceived service quality, strengthens trust, and increases customer satisfaction.

The Influence of Mediating Variables on CGB

Among the four mediators, only Customer Satisfaction significantly influences CGB (H9 is supported), while Corporate Image (H6), Service Quality (H7), and Customer Trust (H8) do not. Satisfaction creates a positive affective state that strengthens consumer engagement with the hotel; satisfied consumers tend to be more cooperative and open to sustainability values (Abdou et al., 2022; Hashish et al., 2022; Liu et al., 2025). In contrast, Corporate Image is perceptual and symbolic, forming impressions rather than driving actual behavioral change; Service Quality focuses on the functional aspects of service; and Customer Trust has not been a major determinant without consumers internalizing sustainability values. These findings indicate that changes in environmentally friendly behavior are more influenced by personal experiences and satisfaction than by perceptual assessments alone.

The Role of Mediation in CSR–CGB Relations

Consistent with the direct effect results, only Customer Satisfaction was shown to significantly mediate the CSR–CGB relationship (H13 supported, partial mediation), while Corporate Image (H10), Service Quality (H11), and Customer Trust (H12) did not act as mediators. This finding deepens the argument of Liu et al. (2025) who emphasized the importance of affective factors and consumer experience in shaping environmentally friendly behavior. The insignificant mediation through Corporate Image, Service Quality, and Customer Trust provides a theoretical contribution by demonstrating that perceptual

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and evaluative variables do not necessarily directly drive behavioral change. Thus, customer satisfaction is the main psychological mechanism that translates CSR implementation into consumer green behavior in the context of hotel stay experiences.

CONCLUSION

This study concludes that Corporate Social Responsibility has a direct positive and significant ffect on Consumer Green Behavior, as well as on Corporate Image, Service Quality, Customer Trust, and Customer Satisfaction (H1–H5 supported). However, among the four mediating variables, only Customer Satisfaction has a significant effect on Consumer Green Behavior (H9 supported) and also acts as a significant mediator with a partial mediation pattern in the CSR–CGB relationship (H13 supported). Corporate Image, Service Quality, and Customer Trust do not have a significant effect on Consumer Green Behavior or act as mediators (H6, H7, H8, H10, H11, H12 rejected). Overall, CSR that is implemented in a real and consistent manner has a strategic role in shaping consumer green behavior, especially when it is able to increase consumer satisfaction.

Theoretically, this study strengthens and extends Liu et al.'s (2025) framework by showing that in the context of the hospitality industry in developing countries, the direct influence of CSR on CGB remains relevant and that customer satisfaction is the primary psychological mechanism that mediates this relationship. The insignificant mediation role of Corporate Image, Service Quality, and Customer Trust confirms that environmentally friendly behavioral changes require personal experiences and satisfaction, not just perceptual assessments. Practically, hotel management is advised to: (1) implement CSR in a tangible and operational manner such as plastic reduction and energy and water efficiency; (2) direct CSR management towards increasing customer satisfaction, not just image; (3) integrate CSR programs into the stay experience so that the benefits are directly felt; and (4) maintain service quality so that environmentally friendly practices are not perceived as reducing comfort.

This study has limitations. First, the data used is based on consumer perceptions and therefore relies on respondent subjectivity. Second, the study subjects generally include hotels in Indonesia without any regional or regional characteristics. Third, the variables studied are limited. Fourth, several construct pairs have discriminant validity values approaching the threshold. Future research is recommended to focus on specific hotel categories or regions, use more representative sampling techniques, add other mediating variables such as positive word-of-mouth, perceived green value, or

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environmental awareness, and incorporate moderating variables such as government policies or cultural factors to gain a more comprehensive understanding.

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