



# Green Branding to Create Green Competitive Advantage in McDonalds Indonesia Fast Food Company

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## ABSTRACT

The practice of greenwashing is a problem for companies that are committed to building green branding honestly and earnestly as a green competitive advantage, including McDonalds Indonesia's business. This fast food company has implemented a green business strategy but has not fully implemented green branding. It is necessary to study green satisfaction, green brand image, green trust and green awareness as important parts that shape the perception of green branding. The purpose of this study is to analyze the influence of green branding consisting of green satisfaction, green brand image, green trust and green awareness on green competitive advantage with greenwashing as a moderation variable. The sampling method uses purposive sampling and to determine the sample size is used by Lemeshow formulation with a total of 481 throughout Indonesia. Data analysis using SmartPLS 4. The findings of this study have a positive and significant influence between green branding consisting of green satisfaction, green brand image, green trust and green awareness on Green Competitive Advantage, simultaneously green satisfaction, green brand image, green trust and green awareness have a positive effect on green competitive advantage and greenwashing does not strengthen the influence of green satisfaction, green brand image, green trust and green awareness of green competitive advantage.

**Keywords:** Green Satisfaction, Green Brand Image, Green Trust, Green Awareness, Green Competitive Advantage, Greenwashing

**JEL Classification:** M31

## 1. INTRODUCTION

Competition between fast food companies in Indonesia is getting tighter with the increasing number of similar companies both local and from other countries. The right strategy is needed to win the competition, by creating uniqueness as a competitive advantage. The increasing trend of a lifestyle that cares about the environment is shown by research from Fahik et al. (2023), Farhanah and Kusumastuti (2020), Hong and Wang (2018) who say that there is an increase in consumer interest in buying green products, so companies can use this as a strategy to win competition. This research is strengthened by Kamalanon (2022) who said that although green product sales have not reached the company's expectations, the level of awareness and knowledge of the importance of green products is increasing so that interest in buying green products continues to have a

positive impact on the formation of green product purchasing behavior.

Some fast food companies have implemented green business strategies as a competitive advantage but do not fully implement green branding. These companies already implement packaging from recycled materials but their branding has not consistently emphasized the eco-friendly aspect across all marketing lines. Green branding is not only the development of an eco-friendly brand identity but also includes ecological responsibility, a commitment to reducing the negative impact of environmental damage and integrating eco-friendly values in a branding strategy to attract potential consumers.

Green satisfaction, green brand image, green trust and green awareness are important parts that shape the perception of green

branding facing many problems (Sana and Shib, 2020). This problem can be seen from the results of research conducted by Putri et al. (2019), Chan (2020) and Marcatajo (2023) which stated that consumers find it difficult to distinguish between products that make “green product claims” and “valid green products.” Some companies sometimes do greenwashing for the company’s profits. According to Tarabieh (2021) companies sometimes greenwash by promoting their products as “green products” without any real evidence to support these claims. This practice can damage consumer confidence and make them hesitate to choose green products.

The practice of green washing is a problem for companies that are committed to building green branding honestly and sincerely. Many companies want to build green branding as a green competitive advantage, including McDonalds fast food company. McDonalds Corporation is the world’s largest fast food restaurant founded in 1955 in California. This franchise company already exists in 100 countries including Indonesia. The form of green marketing implemented by McDonalds is to use recyclable packaging with certified materials that are overall safe for the environment. In addition, McDonald’s is using plastic-free packaging in drive-thru products and online sales and is phasing out the use of plastic straws. It can be seen that this brand is committed to running a business in an environmentally friendly and socially responsible manner. Based on the McDonalds Indonesia website (2023), there are several McDonalds outlets that have used designs that utilize environmentally friendly elements as a form of manifestation of commitment to creating a clean environment and achieving the target of reducing carbon emissions by 2050.

The formation of the perception of green branding provides many benefits for the company’s progress. Wasaya (2021) said that green trust, green risk, and green product quality can predict green product purchase intentions. Guangxia (2021) said that green trust has a positive moderation effect on the relationship between environmental concern and green product purchase intention. Meanwhile, Gil (2018) argue that green satisfaction and green trust serially mediate the relationship between green product quality and green product purchase intention. Amin (2020) and Ahmad et al. (2021) said that green trust has a significant effect on the intention to purchase green products. Meanwhile, green trust, green self-efficacy and environmental attitude positively affect green purchase behavior. Environmental attitude mediates the relationship between environmental quality awareness and green purchase behavior, as well as green self-efficacy and green purchase behavior, but environmental attitude does not mediate the relationship between green trust and green purchase behavior. So great is the desire of many companies to form green branding that it makes some companies make claims about green branding. In fact, according to Tarabieh (2021) greenwash has a direct negative impact on the intention to purchase green products. Companies must reduce greenwash behavior and show more evidence as a green product.

From the above, “How to build green branding of the McDonalds company as a green competitive advantage” without greenwashing. The purpose of this study is to analyze and prove empirically how much influence the factors that build green branding (green

satisfaction, green brand image, green trust and green awareness) on the formation of green competitive advantage. Can green washing strengthen or weaken this influence.

This special event aims to answer key questions, namely: (1) Whether green satisfaction has a significant influence on green competitive advantage. (2) Does green brand image have a significant influence on green competitive advantage (3) Does green trust have a significant influence on green competitive advantage. (4) Whether green awareness has a significant influence on green competitive advantage. (5) Does green branding (green satisfaction, green brand image, green trust and green awareness) have a significant influence on green competitive advantage? (6) Whether greenwashing can strengthen or weaken the influence of green satisfaction, green brand image, green trust and green awareness on green competitive advantage.

The study highlights the importance of green branding as a form of corporate commitment to environmental sustainability and as part of a company’s strategy to win the competition. The increasing awareness of consumers about climate change and the impact of environmental damage has led to growing enthusiasm for protecting the environment. Green brands are one of the efforts to attract consumer attention and to increase sales.

## 2. LITERATURE REVIEW

### 2.1. Green Branding

Green Branding in the context of business management refers to the process of developing a brand identity that emphasizes environmental sustainability, ecological responsibility, and a commitment to reducing negative impacts on the planet. It involves integrating eco-friendly values into the company’s branding strategy to attract environmentally conscious consumers and stakeholders. According to Sana and Shib (2020) green branding is a perception in the minds of consumers related to brands that care about the environment, and the perception of green branding is formed by green satisfaction, green brand image, green trust and green awareness.

### 2.2. Green Satisfaction

The definition of Green Satisfaction according to Guerreiro (2021) is the feeling of happiness or disappointment from consumers that arises because of comparing performance perceptions with expectations. The fulfillment of needs, desires and desires of concern for the environment. The indicators used to measure green satisfaction Augusto et al. (2022) are: (1) Consumers are happy with their decision to choose an organic product because of their commitment to the environment, (2) Satisfied with the decision to buy organic products, (3) Contribute to the environment in maintaining environmental sustainability when using an organic product. (4) Satisfied with environmental performance, (5) Environmental concerns, consumers are satisfied with the concern for the environment provided by an organic product.

### 2.3. Green Brand Image

Green brand image is the perception in the minds of consumers of certain brands that have a commitment and concern for

environmental sustainability (Ha, 2022). According to Dedy (2019) the indicators of green brand image are: (1) Having high credibility in maintaining a good commitment to the environment. In this case, the brand is considered the best benchmark of environmental commitment. (2) The brand has a good reputation towards the environment. In this case, the brand is professional regarding environmental reputation. (3) Brands have success in taking care of the environment. In this case, the brand succeeds in the environmental performance carried out. (4) The brand has high concern for the environment. In this case, the brand is well-established about environmental concerns. (5) The promise that the brand has can be trusted in preserving the environment. In this case, the brand can be trusted regarding environmental promises.

#### 2.4. Green Trust

Akturan (2020) and Ha (2022) said that green trust is trust in a product, service or brand that results from the credibility, goodness and ability of the product or service based on concern for the surrounding environment. Green trust is the desire of consumers to use a product that has an environmental commitment. According to Dedy (2019) Green Trust has 4 indicators in its measurement, namely: (1) Brand commitment to the environment is reliable. (2) The performance of the brand towards the environment can generally be accounted for. (3) The environmental arguments that the brand has are trustworthy. (4) Brand environmental concern meets expectations. In this case, consumers feel that the environmental care of this brand meets expectations. (5) The brand holds a promise and commitment to provide protection for the environment.

#### 2.5. Brand Awareness

Green awareness is the ability of consumers to identify and remember brand attributes that are committed to environmental conservation. Brand awareness is the ability of a potential consumer to recognize and remember a brand or brand as part of a certain product category. In addition, brand awareness is the power of a brand to appear in the minds of customers when customers are wanting an item (Alamsyah et al., 2020).

The brand awareness indicator according to Firmansyah (2019) consists of: (1) Recall, which is an indicator that shows how far consumers can remember a brand or brand when asked to mention what brands they remember. (2) Recognition is an indicator that shows how far consumers can recognize and know that the brand or brands belong to a certain type of product category. (3) Purchase is an indicator that shows the extent to which a brand or brand is included in the list of consumer preferences when consumers are going to buy a certain type of goods or services. (4) Consumption is an indicator that shows the extent to which a brand is still in the consumer's memory even when consumers are using products or services from other brands.

#### 2.6. Greenwashing

Greenwashing is a marketing activity carried out by a company on behalf of environmentally friendly products. The goal is to form consumer perception that companies have promoted sustainable products, even though they are not doing so (Setiawan, 2022). Greenwashing is a marketing strategy that deceives and misleads

consumers with green claims of the products produced. The company is greenwashing to gain profits by expanding market segments. In addition, the company follows the trend of green marketing which is currently being widely adopted by large companies.

According to the indonesia centre for environmental law (ICEL), from 2017 to 2021, there were 9 cases of greenwashing in Indonesia. One of them is the case of the Nestle company which claims that its water packaging products are "pure life natural spring" and only uses 30% plastic but is unable to provide evidence and explanation for the claim (Law, 2022). Indicators of a green claim are said to be greenwashing: (1) Conducting hidden trades. The company emphasizes the sustainability aspect of the product but ignores the negative impact the company produces; (2) Unsubstantiated green claims. Making claims as environmentally friendly products, but without convincing data, facts and evidence; (3) Making ambiguous green claims and unclear information. The company makes very general claims without a clear definition. There is no detailed information on the claim; (4) Irrelevant green claims with misleading visualizations. Claims have nothing to do with the company's products and services; (5) Making false claims. The company claims to use organic products without organic certification (Law, 2022)

#### 2.7. Green Competitive Advantage

Green competitive advantage is a strategy that companies design by taking advantage of opportunities to win the competition. The development of strategies can not only increase profits but also strengthen the company's position in the market. Environmental management or green innovation that competitors cannot replicate can be used as a strategy to dominate the market (Monogina and Rachmawati, 2023) and Wang (2019). Environmental issues that are of concern to the community can be used as a strategy to create a competitive advantage company.

The indicators of green competitive advantage are: (1) environmental organizational culture is a daily activity that has implemented environmental management and environmental protection which is considered an element of organizational culture. According to Anning-Dorson, T. (2020), environmental organizational culture has a significant positive effect on green competitive advantage. (2) Environmental Leadership is when the leader is aware of the importance of environmental management, which will direct and manage the organization to care about environmental management (Sudibyo, 2019). (3) Environmental Capability is the ability of an organization to utilize resources and knowledge to update and improve the capabilities of the organization so that it can adapt to environmental changes (Chen and Chang, 2013).

#### 2.8. Green Branding (Green Satisfaction, Green Brand Image, Green Trust and Green Awareness) Towards Green Competitive Advantage and the Role of Greenwashing as a Moderation Variable

The challenge of green branding in Indonesia is consumer awareness of green businesses and the high cost of producing green products. According to research from Gong et al. (2021), green branding is very important in marketing, because green

branding affects the purchase intention of a product. Companies must strengthen green branding by increasing green satisfaction, thereby increasing consumer purchase intentions. An effective way for managers to stimulate sustainable consumption is to increase the effect of green branding. According to research by Degirmen et al. (2024), there is a positive and significant influence between green satisfaction on the formation of green competitive advantage. Based on these tests, it can be found that consumer satisfaction with eco-friendly products can make brand equity better. With the increase in green brand image, it can make consumers feel satisfied so as to create a green competitive advantage for the product.

H<sub>1</sub>: There is a positive and significant influence between Green Satisfaction and Green Competitive Advantage

Jannah et al. (2024) said that green brand image has a significant positive effect on green brand equity, green brand image has a significant positive effect on green trust, green satisfaction has a significant positive effect on green brand quality, green trust has a significant positive effect on green brand equity, green brand image has a significant positive effect on green brand equity mediated by green trust, and green satisfaction has a significant positive effect on green brand equity mediated by green trust. Meanwhile, Bashir (2020) said that the increase in functional and emotional benefits felt by consumers will initially increase the green brand image, and eventually increase their preferences, trust, loyalty, and company image and ultimately be able to form a green competitive advantage.

H<sub>2</sub>: There is a positive and significant influence between green brand image on green competitive advantage

Increased green branding can result in increased consumer purchase intent and build better long-term relationships. Research from Rahmadhani (2023), Suki, (2016) and Bashir (2020) said that there is a positive and significant influence between green brand image, green brand trust, green brand awareness, and green brand satisfaction on purchase intention. Another study from Trihudyatmanto and Larasati (2021) said that brand image has a positive and significant effect on green trust mediated by green satisfaction. Based on these tests, it can be seen that consumer satisfaction with environmentally friendly products can make green trust better. With the increase in green brand image, green trust can make consumers feel satisfied so as to create a green competitive advantage for the product

H<sub>3</sub>: There is a positive and significant influence between Green Trust on Green Competitive Advantage

Based on these findings, managers can design a green business strategy and demonstrate how green campaigns can highlight ecological issues among consumers. Findings from Khan et al. (2023) show that green satisfaction mediates the relationship between green brand image and green equity. Furthermore, green awareness has been shown to negatively moderate the impact of green brand image on green satisfaction, which shows that environmentally conscious individuals consider building a green brand image as a hoax. Research from Cao et al. (2021) said that

the brand awareness of top managers has a significant positive impact on strengthening green competitive advantage.

H<sub>4</sub>: There is a positive and significant influence between Green Awareness and Green Competitive Advantage

Research from Bashir(2020) said that the functional benefits felt by consumers will improve green brand image, green satisfaction, green trust and green awareness as well as increase preference for green brands. Based on these findings, managers can design strategies to create a green competitive advantage. Another study from Wadyatenti and Pranatasari (2025) said that green brand image directly affects green brand equity, green brand image affects green brand equity by mediating green trust, green satisfaction and perception of green value. Meanwhile, research from Singh (2022) said that there is a positive and significant relationship between variables that build green branding such as green satisfaction, green brand image, green trust and green awareness towards green competitive advantage and this research is strengthened by Nawab et al. (2024).

H<sub>5</sub>: There is a positive and significant influence between green branding (green satisfaction, green brand image, green trust and green awareness simultaneously) on green competitive advantage).

Greenwashing has a detrimental impact on green brand equity. In addition, this study found that green washing has a negative relationship with green brand image and green satisfaction, while green satisfaction is positively influenced by green brand image. To promote the company, this study recommends reducing the practice of greenwashing (Tarabieh, 2025). Building green branding requires high costs and technology. Sometimes companies do greenwashing. Chen et al. (2020) and Adamkiewicz et al. (2022) said that greenwashing not only has a direct negative effect on consumer purchasing behavior but also has indirect negative effects through green brand image and consumer loyalty. Thus, this study suggests that companies reduce their greenwashing behavior and increase green brand image and green consumer loyalty to create a green competitive advantage.

The research findings suggest that although greenwash is not significantly associated with green brand equity, it is likely that due to the halo effect, greenwash is negatively associated with green brand image, green satisfaction, and green trust, which would have a positive impact on green brand equity. In other words, green brand image, green satisfaction, and green trust play a full mediating role in the relationship between greenwash and green brand equity. In addition, information and knowledge actually moderates the relationship between greenwash and green brand equity and reinforces the negative relationship between greenwash and green brand equity. This study is the first to combine green brand imagery, green satisfaction and green trust as mediators to shed light on the various impact mechanisms in the greenwash–green brand equity relationship. Furthermore, this study is also the first to study information and knowledge as a moderator in the greenwash–green brand equity relationship. This provides better



insight into the processes and contexts in which greenwash affects green brand equity. Overall, (Ha, 2022)

The importance of building green branding as a green competitive advantage by using greenwashing as a moderation variable leads to the formulation of the following hypotheses:

H<sub>6</sub>: Greenwashing strengthens the influence of green satisfaction, green brand image, green trust and green awareness on green competitive advantage

### 3. RESEARCH METHODOLOGY

#### 3.1. Research Design

The methods used in this study are descriptive methods and quantitative analytical methods. The descriptive method focuses on revealing the actual facts as they are of all the problems faced by green branding. Disclosure of facts is carried out through stages of activities which include data collection using instruments in the form of questionnaires, tabulating data, analyzing, interpreting and making conclusions.

As for this study, the author will reveal facts and real data in the field from green branding and green competitive advantage in the fast-food company McDonalds Indonesia. The data and facts in the field will be used in measuring and analyzing "The influence of factors that build green branding (green satisfaction, green brand image, green trust and green awareness) on the formation of green competitive advantage and in this study, it will also be revealed whether greenwashing will strengthen or weaken this influence. Conceptual Model is presented in figure 1.

#### 3.2. Sampling

The sampling method used in this study is purposive sampling, which is a sample selection technique based on criteria that are in accordance with the research objectives. This technique was chosen so that respondents really have experience as consumers of McDonalds and have measurable McDonalds literacy. The criteria for respondents in this study include; (1) is a consumer of McDonalds, (2) is 17 years old and above. The study population is all McDonalds consumers over the age of 17 spread throughout Indonesia. Because the number of the population cannot be known definitively, the formulation of Lemeshow that is suitable for social research is used to determine the sample size. The formulation is as follows:

$$n = \frac{Z^2 \times P \times (1 - P)}{d^2}$$

Variables:

- n = Minimum number of samples required
- Z= The normal distribution Z-value corresponding to the 95% confidence level is 1.96.
- P = Estimated proportion of population that has certain characteristics but the amount is not known, so 0.5 or 50% is determined to maximize the sample size.
- d = Margin of error (0.05 or 5%) adjusted to the default on the system

So with this formulation, a minimum sample size is required as:

$$n = \frac{1.96^2 \times 0.5 \times (1 - 0.5)}{(0.05)^2} = 384$$

The minimum number of samples recommended is 384 respondents. Because in data analysis using Smart PLS, there is a stipulation that the number of samples is 10× the number of indicators in the study. The number of indicators used in this study is 27 and the significance in data analysis is 5% or 0.05; then the minimum number of samples from Lemeshow has met the reference from SmartPLS. To improve the accuracy of the research results, the researcher in this case took a sample of 481 respondents which far exceeded the minimum requirement.

#### 3.3. Data Collection

Primary data collection uses questionnaires and is distributed through Google Forms. The questionnaire is divided into two parts. The first part collected information about the respondents' age, gender, education and profession. The second part consists of measurements that use a 5-point Likert scale ranging from strongly agree to strongly disagree, to assess various constructs in the study. All variables were measured using several items adopted from existing research. The green satisfaction variable was measured by 5 indicators from the research of Guerreiro (2021) and Augusto et al. (2022). The variable green brand image was measured by 5 indicators from Dedy's (2019) research. The variable green competitive advantage was measured by 3 indicators from the research of Anning-Dorson (2020) and the variable greenwashing was measured from 5 indicators from the research of Law (2022).

#### 3.4. Respondent Demographics

Tables 1-4.

**Table 1: Respondent's gender**

Gender	Amount	Percentage
Male	137	28
Female	344	72
Total	481	100

**Table 2: Respondent's age**

Respondent's age	Amount	Percentage
17-20	297	62
21-30	0	0
>30	184	38
Total	481	100

**Table 3: Respondent education**

Respondent education	Amount	Percentage
SD	1	0
SMP	31	6
SMA	223	46
Diploma	104	22
S1	119	25
S2	3	1
Total	480	100

**Table 4: Respondent's profession**

Respondent's profession	Amount	Percentage
Student	332	69
Civil servant	55	11
Private sector	62	13
Entrepreneurial	32	7
Total	481	100

### 3.5. Data Analysis

Data analysis was carried out in a structured manner using the advanced statistical software SmartPLS 4. Before testing the hypothesis, an assessment of the validity of the measurement model, including convergent and discriminant validity, is carried out, to ensure that all indicators accurately reflect the construct in question.

The measurement model, known as the outer model, is evaluated to verify its validity and reliability (Albahri et al., 2021). This involves assessing convergent validity through factor loading analysis, Fornell-Larcker criteria, and cross-loading. The loading factor is considered valid if it exceeds 0.7 (Hair et al., 2017). The Fornell-Larcker criterion is met when the coefficient of each indicator with its construct is higher than with the other construct (Hilkenmeier et al., 2020).

Reliability is assessed using composite reliability (CR) and Cronbach's Alpha (CA). CR measures how well an indicator represents the underlying construct, with higher values indicating higher reliability (Cheung et al., 2023). CA assesses the internal consistency of survey questions, which shows whether they measure the same concepts. Values above 0.70 for CR and CA indicate acceptable reliability.

The measurement results from the data analysis of this study are divided into two main parts, namely the partial correlation measurement between the variables of green satisfaction, green brand image, green trust and green awareness of green competitive advantage. Next is the measurement of moderation from the greenwashing variable to green branding which consists of green satisfaction, green brand image, green trust and green awareness.

## 4. FINDING AND ANALYSIS

### 4.1. Results of Data Analysis

Based on the convergent validity analysis (Table 5) it is known that all variables show strong convergent validity, with a high factor loading (above 0.70) for all indicators and the average value of the extracted variance (AVE) ranging from 0.58 to 0.78. These results confirm that the indicators effectively measure their respective constructs, providing reliable and valid data for further research. The AVE of each variable exceeds an acceptable threshold of 0.50 which reinforces the robustness of the measurement model.

The results of the direct influence test showed that the variables Green Satisfaction (X1), Green Brand Image (X2), Green Trust (X3) and Brand Awareness (X4) had a significant influence on Green Competitive Advantage (Y), this can be seen from the P values of each which were smaller than 0.05, although the

correlation coefficient was relatively low (below 50%) (Table 6). However, for the moderation variable Z, its direct influence on Y was not significant.

The results of the moderation analysis as seen in Table 7 show that the Green Washing moderation variable is not able to moderate the relationship between Green Satisfaction (X1), Green Brand Image (X2), Green Trust (X3) and Brand Awareness (X4) to Green Competitive Advantage (Y). This can be seen from the p values which are each >0.05.

The output of the Data Analysis with SmartPLS graphically is as follows in Figure 2.

## 5. RESULTS AND DISCUSSION

### 5.1. There is a Positive and Significant Influence between Green Satisfaction and Green Competitive Advantage

Green satisfaction (GS) has been proven to have a positive and significant influence on green competitive advantage (GCA) in McDonalds products. Fast food in Indonesia is very competitive. Each has a different competitive strategy and one of the strategies that makes McDonalds a famous brand is to maintain product quality and product innovation. Consumer satisfaction persists as companies understand consumers' ever-changing tastes and preferences. The company innovates by introducing new products that are relevant to market trends and demands. New products that are environmentally friendly and without plastic waste have succeeded in creating green satisfaction which is ultimately able to make McDonalds a company with a green competitive advantage. The strategy of focusing on product innovation has made the company successfully attract new customers and retain the loyalty of old customers.

These results are in line with research by Putri et al. (2023) which states that companies that innovate with environmentally friendly products have an influence on their marketing performance and ultimately affect the company's green competitive advantage. Another research corroborates the products produced by the company, conducted by Abusalma et al. (2024) who said that product reliability is the main factor that affects customer satisfaction. Consumers who feel satisfied with their green product purchase decisions tend to have high repeat purchase intentions, increase loyalty, and ultimately encourage Green Competitive advantage.

Consumers are satisfied because there is an alignment between expectations and product performance that truly supports environmental conservation. When consumers are satisfied, they are not only likely to repeat purchases but also recommend the product to others, creating a positive network effect that strengthens the company's competitive position. Research on green satisfaction is strengthened by Chien et al. (2024) who said that there are 3 main factors that have a positive impact on green satisfaction, namely green products, smooth distribution, and environmentally friendly production processes.

**Table 5: Construct reliability dan validity**

Variable	Item measurement	Indicator	Outer loading	Cronbach's alpha	Composite reliability	AVE
Green satisfaction (X1)	X11	I am happy to commit to buying eco-friendly products	0.95	0.930	0.932	0.782
	X12	I am satisfied with buying eco-friendly products	0.97			
	X13	I contribute to environmental sustainability	0.875			
	X14	I am satisfied with McDonalds' performance in preserving the environment	0.883			
	X15	I am satisfied with the eco-friendly packaging of McDonalds	0.850			
Green brand image (X2)	X21	McDonalds has high credibility in maintaining its commitment to the environment	0.775	0.929	0.933	0.740
	X22	McDonalds brand has a high reputation for protecting the environment	0.871			
	X23	McDonalds has succeeded in preserving the environment	0.876			
	X24	McDonalds has a high concern for protecting the environment	0.883			
	X25	I believe McDonalds is environmentally sustainable	0.881			
	X26	I believe McDonalds keeps its promise to preserve the environment	0.871			
Green trust (X3)	X31	McDonalds' commitment to protecting the trusted environment	0.894	0.939	0.940	0.768
	X32	McDonalds' performance in protecting the environment can be accounted for	0.836			
	X33	McDonalds' arguments in protecting the environment are believable	0.889			
	X34	McDonalds' concern for the environment meets my expectations	0.843			
	X35	I believe McDonalds holds the promise of preserving the environment	0.915			
	X36	I believe in McDonalds' commitment	0.877			
Green awareness (X4)	X41	The shape of the letters on the McDonalds logo reminds me of this brand	0.825	0.855	0.856	0.584
	X42	The colour of the McDonalds logo reminds me of this brand	0.848			
	X43	The shape of the outlet is reminiscent of the McDonalds brand	0.690			
	X44	McDonalds ad reminds me of fried chicken	0.690			
	X45	Quick breakfast reminds me of McDonalds	0.685			
	X46	Waiting for a long lunch at the restaurant reminded me of the fast service of McDonalds	0.710			
Green competitive advantage (Y)	Y1	McDonalds dining places are made of eco-friendly materials	0.833	0.850	0.856	0.627
	Y2	McDonalds drinking glasses are made of eco-friendly materials	0.842			
	Y3	McDonalds does not provide plastic straws	0.727			

(Contd...)

**Table 5: (Continued)**

Variable	Item measurement	Indicator	Outer loading	Cronbach's alpha	Composite reliability	AVE
Greenwashing (Z)	Y4	McDonalds <i>takeaway</i> packaging using eco-friendly materials	0.799	0.932	0.965	0.707
	Y5	McDonalds outlets are made of eco-friendly materials	0.752			
	Z1	McDonalds hides the ingredients used in inorganic products	0.880			
	Z2	McDonalds just doesn't have proof of packaging being used environmentally friendly	0.873			
	Z3	The information provided by McDonalds about the eco-friendly products used is not very clear	0.815			
	Z4	McDonalds does not have accurate information about the products used as environmentally friendly	0.806			
	Z5	McDonalds is unable to make a definitive definition of an environmentally friendly product	0.829			
	Z6	The visualization of eco-friendly products on McDonalds is misleading	0.866			
	Z7	The eco-friendly products McDonalds use do not have a certificate	0.813			

**Table 6: Direct effect test**

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P-values	Description
X1-> Y	0.163	0.152	0.073	2.235	0.025	Accepted
X2-> Y	0.217	0.220	0.090	2.403	0.016	Accepted
X3-> Y	0.200	0.206	0.081	2.457	0.014	Accepted
X4-> Y	0.265	0.263	0.044	5.984	0.000	Accepted
Z-> Y	0.029	0.032	0.041	0.716	0.474	Rejected

**Table 7: Moderation test results**

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P-values	Description
Z×X1->Y	-0.033	-0.020	0.101	0.328	0.743	Rejected
Z×X2->Y	-0.049	-0.059	0.106	0.460	0.646	Rejected
Z×X3->Y	0.088	0.085	0.109	0.810	0.418	Rejected
Z×X4->Y	0.048	0.049	0.062	0.772	0.440	Rejected

**Table 8: Model fit test results**

Fit index	Saturated model	Estimated model
SRMR	0.052	0.052
d_ ULS	1.727	1.704
d_ G	0.862	0.858
Chi-square	2321.110	2305.946
NFI	0.843	0.844

SRMR: (standardized root mean square residual); based on the table model fit value<0.08 this indicates that the model has a good fit with the data (Table 8). d\_ ULS (unweighted least squares discrepancy): A low d\_ ULS value (1.727) indicates that the model has a good fit with the data. d\_ G (geodesic discrepancy): A low d\_ G value indicates that the model has a good fit with the data. Chi-square its insignificant value (P>0.05) indicates that the model has a good fit with the data.

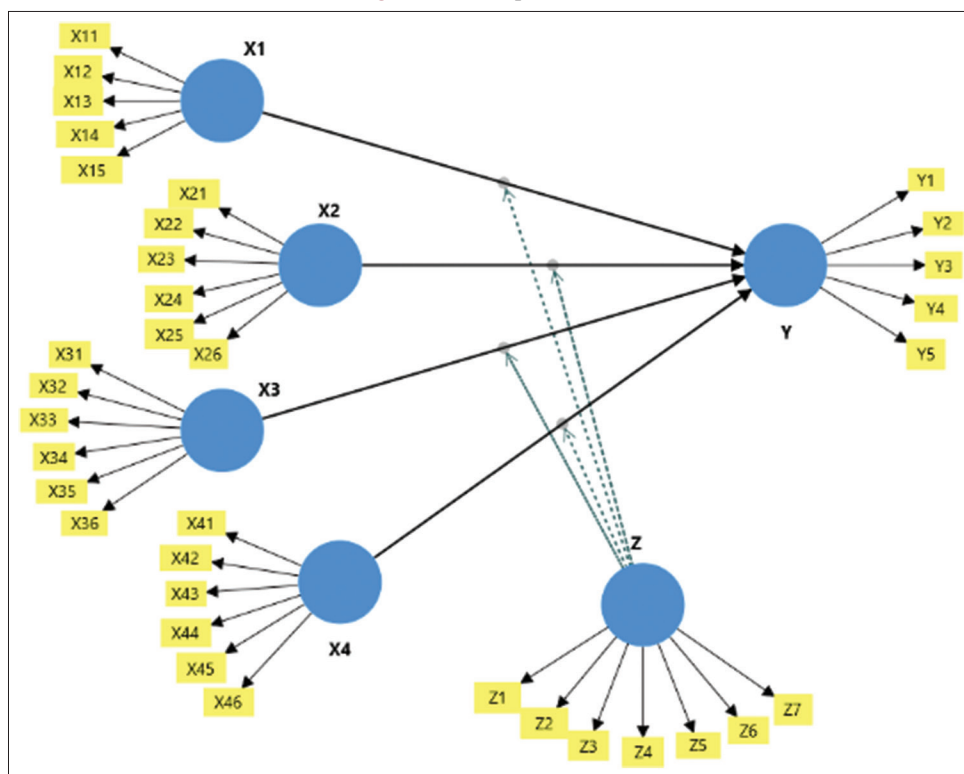
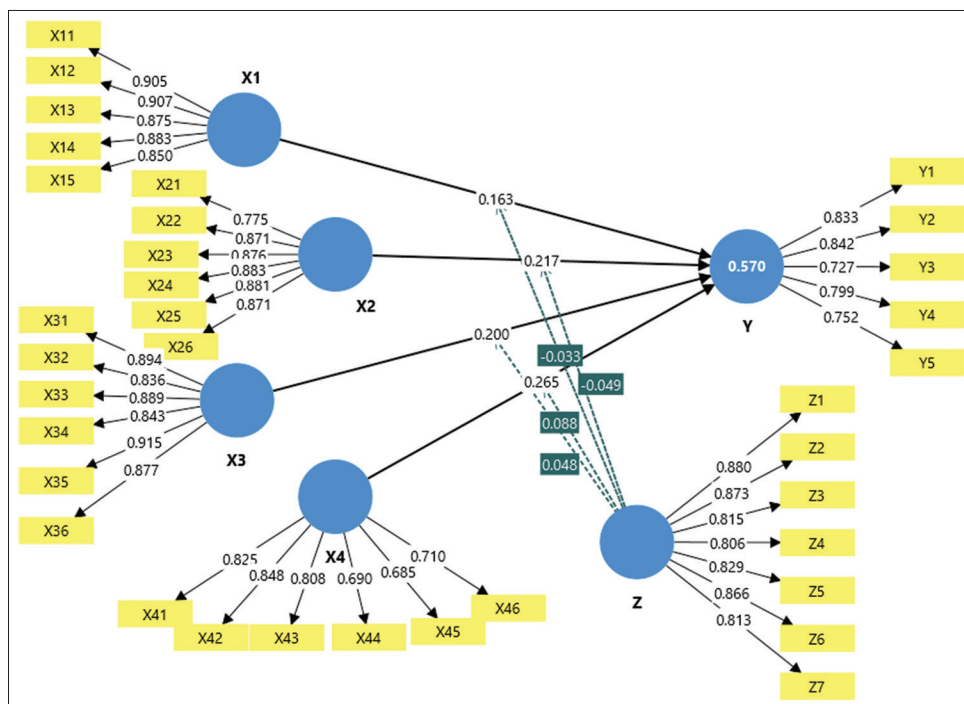
that McDonalds has a commitment to support the sustainable development goals (SDGs) launched by the United Nations. The company has focused on reducing its environmental impact and supporting the Indonesian government's targets, such as reducing plastic waste and achieving zero carbon emissions by 2060. Some of the things that have been implemented by McDonalds Indonesia are reducing the use of plastic packaging and replacing it with Forest Stewardship Council (FSC) certified packaging, not using plastic straws and paying attention to the selection of raw materials and waste treatment.

Green brand image has a function as a representation of environmentally friendly products and to build a green brand image requires proper planning and strategy. Companies must consistently maintain what they already have, continue to promote through green products produced and create relationships with consumers according to their choices and make green business a lifestyle not just a product sold.

## 5.2. There is a Positive and Significant Influence between Green Brand Image on Green Competitive Advantage

Green brand image (GBI) has a significant positive impact on green competitive advantage (GCA). This shows that consumer perceptions of McDonald's commitment to environmental sustainability have already been formed. Consumers believe



**Figure 1:** Conceptual model**Figure 2:** SmartPLS data analysis results graph

These results support the literature that states that a positive green brand image contributes directly to strengthening consumer preferences. When this image is positive, consumers consider the brand credible in terms of protecting the environment, so they tend to choose the product over competitors whose environmental image is unclear or ambiguous. The interaction of green brand image with green satisfaction also strengthens the perception

of quality, which ultimately helps the company maintain its competitive position. Research conducted by Zameer et al. (2020) said that green brand image has a strong influence on the formation of green competitive advantage. Pressure from consumers and regulations from the government affect green products positively, but the influence of pressure from consumers has a higher influence. This must be the concern of decision-makers in the

company. The results of this study also show that although green products directly strengthen green competitive advantage, this role becomes stronger when contributing to green competitive advantage through green brand image. From this study, it can be said that consumers have a very large role in strengthening the company's green competitive advantage and can influence companies to adopt green products. In the end, consumers play an important role in creating green businesses in this country. Another study from Rahmadhani (2023) says that green brand image has a dominant influence on purchase intention. Another finding about green competitive advantage is from Alam et al. (2021) who say that to maintain a green competitive advantage, companies must also pay attention to environmental corporate social responsibility (ECSR). Environmental corporate social responsibility has an important role in building green competitive advantage.

### **5.3. There is a Positive and Significant Influence between Green Trust on Green Competitive Advantage**

Research shows that green trust (GT) has a significant influence on the formation of Green Competitive Advantage. Trust is a key factor in shaping consumer purchasing behavior, especially in the context of products that are claimed to be environmentally friendly. Consumers believe that McDonalds sells products that are environmentally friendly, both the materials used and the way they are made and produce minimal waste. Consumer confidence in the company's eco-friendly claims and actions contributes to increased competitiveness. Consumers who believe that the brand is truly committed to environmental preservation will be more supportive of the brand, both through repurchases and the spread of positive word-of-mouth. Therefore, high trust is a strategic asset in strengthening the company's competitive position.

Research conducted by Rashid and Lone (2023) said that consumers' intention to buy green products is influenced by internal factors such as attitudes and health awareness and external factors such as social normal and environmental concerns. Therefore, it is important for companies, including McDonalds, to build consumer green trust in order to create consistency in purchasing green products. Consumers who believe in McDonald's integrity and environmental commitment are more likely to demonstrate strong brand loyalty, reducing the risk of switching to another brand. This trust also strengthens the relationship between consumers and brands, creating a significant barrier to entry for competitors looking to emulate the company's green branding strategy.

Research conducted by Suyanto (2020) said that green trust has a positive and significant effect on green brand equity, with green trust, companies are able to build a better relationship between green brand image and green brand equity. Research by Wang et al. (2022) said that green trust acts as a moderator for the relationship between the position of green branding and the values embraced by consumers with the intention to purchase green products. Another study from Wu (2025) shows that although green competitive advantage is positively correlated with green brand image and green trust, the relationship between green competitive advantage and green trust is moderated by the credibility of corporate social responsibility. Research on green trust is strengthened by Putri et al. (2025) who said that a credible and relevant green brand

image to the target market, will have a positive impact by forming green satisfaction, green trust and consumer loyalty. Meanwhile, Tan et al. (2022) said that the green marketing approach, which consists of green knowledge, attitudes, and environmental knowledge, directly and significantly affects green trust. This study shows that the green business approach can be used as a green marketing strategy, to increase customer purchase intent.

### **5.4. There is a Positive and Significant Influence between Green Awareness and Green Competitive Advantage**

Green awareness (GA) has a significant positive effect on green competitive advantage. consumers who have a high awareness of environmental issues and recognize brands as part of the solution to environmental problems will prefer the brand. This awareness includes the ability to remember brands and associate them with environmental attributes, which ultimately impacts consumer preferences and loyalty. The importance of creating a green competitive advantage is because the success of companies is obtained from competition by using the right strategy. One of the strategies that can be used by companies is management green competitive advantage. This is in accordance with research conducted by Bintara et al. (2023) which said that the implementation of green innovation and high green awareness results in improved performance of better green competitive advantage.

Green awareness also creates an emotional connection between consumers and brands. Brand awareness of McDonald's products directly increases the probability of consumers choosing the product compared to competitor products that are less known for their environmental aspects. A high level of awareness serves as a catalyst that accelerates the formation of green brand image (GBI) and strengthens green satisfaction (GS) and green trust (GT). Thus, green awareness (GA) has a central role in integrating various aspects of green branding so as to increase the overall effectiveness of the company's branding strategy.

This statement is strengthened by research from Cao et al. (2021) which said that the green awareness of top managers has a significant positive correlation in strengthening the company's green competitive advantage. Another study from Rafidah et al. (2024) said that business people are increasingly adopting green business implementation. This adoption is to address global warming and increasing consumer decisions to make purchases with green products in mind. Green awareness has significantly affected the increase in knowledge about green business which has an impact on competent resource management. Competent resource management can be an effective mediator of the relationship between green awareness and green competitive advantage. Another study from Zhu et al. (2023) by adopting green technology and dynamic green capabilities will have a significant impact on green competitive advantage.

The application of green technology at McDonalds can be done by creating solutions that can reduce negative impacts on the environment and support ecosystem sustainability. This concerns several aspects such as renewable energy, efficient waste management, and efficiency in the use of natural resources. For

example, McDonalds Indonesia has used solar power plants in several of its outlets in Jakarta as well as the use of LED lamps that are more energy-efficient and environmentally friendly.

### **5.5. Simultaneously, Green Satisfaction, Green Brand Image, Green Trust And Green Awareness have a Positive Influence on Green Competitive Advantage**

Green branding is a tool that is able to attract the attention of consumers who have concern for the environment, aligning brand identity and operations with the principles of sustainability, environmental responsibility and social responsibility. Overall, the factors that shape the green branding of the McDonalds company, namely green satisfaction, green brand image, green trust and green awareness, have a positive and significant effect on green competitive advantage. Information on the McDonalds website explains that the company has produced green products but has not fully implemented green branding. McDonalds has taken the initiative to use packaging from recycled materials and does not provide plastic straws, but it still lacks emphasis on green marketing in all business lines. A stronger emphasis is needed on green branding so that McDonalds is able to achieve a green competitive advantage. This is in accordance with research from Peverelli et al. (2021) who said that the green brand position strategy has a positive impact on the response given by consumers. Another study from Chen et al. (2020) says green branding is very important in marketing. Green branding affects the purchase intention of a product, therefore companies must strengthen green branding. For this reason, it is necessary to increase the effect of green brands, green brand associations, and green brand attitudes to increase the green purchase intention of their consumers. An effective way for managers to stimulate sustainable consumption is to increase the effect of green brands, green brand associations, and green brand attitudes, which results in increased green purchase intent to build long-term relationships with their customers.

Green branding is the right strategy to form a green competitive advantage that distinguishes it from competitors. Green branding strategies not only provide benefits for companies, namely to attract consumer interest but can also reduce negative environmental impacts and strengthen brand reputation so as to create a green business. In addition, some of the advantages of green branding strategies are: (1) Have an advantage over competitors. (2) Saving energy and natural resources. (3) Produce recycled products. (4) Increase credibility. (5) Reach new market segments. (6) Profitable long-term growth. (7) Implement innovation. 8. Earn higher profits. Some of the implementations of green branding that can be done by companies include: (1) Using environmentally friendly raw materials. (2) Using organic raw materials. (3) Efficient production process and minimal waste. (4) Recyclable packaging. (5) Support social programs for the environment. (6) Carry out a mitigation program to reduce carbon emissions. 7. Donating a portion of the profits to the environment.

### **5.6. Greenwashing does not Strengthen the Influence of Green Satisfaction, Green Brand Image, Green Trust and Green Awareness on Green Competitive Advantage**

The results of statistical analysis show that greenwashing is not able to moderate the influence of green satisfaction, green brand

image, green trust and green awareness on green competitive advantage. This means that greenwashing does not increase the influence of green satisfaction (GS), green brand image (GBI), green trust (GT), or green awareness (GA) on green competitive advantage (GCA). This shows that consumers are now increasingly savvy and able to identify claims that are not supported by real evidence. These results are in line with research from Qayyum et al. (2022) and Pimonenko et al.'s (2020) research. This suggests consumers are becoming skeptical of the company's claims. Intuitively, consumers who are disappointed by greenwashing tend to stay away from brands that are proven to be manipulative, opting for alternative brands that are more transparent. Thus, greenwashing is not only ineffective as a strategy, but also harmful to the long-term viability of the brand. Isac et al. (2024) said that greenwashing has a negative impact on purchase intentions. Further, these deceptive greenwashing practices reduce trust in eco-friendly brands, leading to a decrease in customer purchase intent. The study also emphasizes that the link between greenwashing and purchase intention is strengthened by a higher level of environmental knowledge in consumers.

Because green washing is not able to moderate the company's green branding, it is better for companies to focus on integrity and transparency in the implementation of green branding in order to take advantage of the full potential of green satisfaction, green brand image, green trust, and green awareness in strengthening sustainable green competitive advantage. In this study, green washing that does not benefit green branding is more due to the fact that the respondents in this study have a good level of education. In a study by Adiilah et al. (2023) which stated that education affects thinking skills, so that respondents are not easily deceived by one-sided claims from companies.

Greenwashing does not increase the influence of green branding on green competitive advantage, although green satisfaction, green brand image, green trust, and green awareness have a significant effect on green competitive advantage. Greenwashing is unable to increase the influence of these four variables on green competitive advantage (GCA) due to the following reasons: (1) Erosion of consumer trust: Consumers who are aware of the existence of greenwashing become skeptical of the company's eco-friendly claims. Even if consumers feel satisfied, have a positive perception, and are aware of a brand's green brand, consumer trust can be compromised when environmental information manipulation is identified. (2) Disconnect between perception and reality: Greenwashing creates a gap between expectations and reality. When companies convey environmentally friendly messages that are not supported by real evidence, the positive perceptions that have been formed from the green satisfaction factors, green brand image, green trust and green awareness become weak, and can even turn into negative perceptions. (3) Psychological influence on consumer loyalty: Greenwashing has the potential to trigger a backlash from consumers, such as boycotts, the spread of negative opinions on social media, or switching to competitors. This negates the positive impact of green branding and weakens the relationship between green branding and competitive advantage. (4) Increased public awareness of greenwashing practices: Today, consumers are increasingly educated and have broad access to information.



They tend to be more critical in assessing green marketing claims. If a company is identified as greenwashing, the moderation effect of greenwashing on the relationship between the green branding variable and green competitive advantage becomes insignificant or even negative.

Thus, greenwashing is not an effective strategy to strengthen the influence of green branding on green competitive advantage. Conversely, this practice can undermine all of a company's efforts to build a competitive advantage based on sustainability values. The research is reinforced by Tu (2024) who says that communication, relationships and interactions, as well as commitment and values effectively reduce the perception of greenwashing and through this mediation, influence the image of an eco-friendly brand. These findings underscore the importance of brands avoiding false advertising in green marketing and ensuring the authenticity of their environmental information to maintain and enhance their green image. Research from Chen Shan (2018) says that companies must reduce greenwashing behavior and improve their consumers' green brand image and green loyalty to improve green product purchasing behavior.

## 6. CONCLUSION

In accordance with the analysis of research data and at the same time answering the research objectives, several research conclusions can be drawn as follows: (1) Green satisfaction has an effect on green competitive advantage even though the determination coefficient is low (16.3%) but significant; (2) Green brand image has a positive and significant influence on green competitive advantage. Although the influence is not too large, it is partially green brand image able to explain the green competitive advantage of 21.7%; (3) Green trust has a positive and significant influence on green competitive advantage. The green trust variable is able to explain the green competitive advantage by 20%; (4) Green awareness has a positive and significant influence on green competitive advantage. The green awareness variable was able to explain the green competitive advantage of 26.5%.

Simultaneously, the four variables consisting of green satisfaction, green brand image, green trust and green awareness were able to explain the green competitive advantage variable of 57%. This shows that together the four variables that are proxies of green branding are able to explain the green competitive advantage variable with a moderate number of 57%. This implies that companies like McDonald's must continue to strive to increase their concern for environmental sustainability to maintain their image in the eyes of consumers.

The Greenwashing variable as a moderation variable cannot moderate the relationship between green satisfaction, green brand image, green trust and green awareness to green competitive advantage. This means that McDonald's Indonesian consumers already have a good education so that they are able to distinguish between facts and unilateral claims from the company. To build green branding, companies do not need greenwashing, but increase green satisfaction, green brand image, green trust and green awareness.

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