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Exploring gen Z's green purchase intentions for sustainable products

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Abstract
Purpose: This study aims to analyse the role of environmental concern and green perceived value in mediating the effect of environmental strategy on green purchase intention, particularly in the beauty industry.
Research methodology: This research is located in Bali using The Body Shop brand. The population consists of consumers living in Bali who have never purchased green products from The Body Shop. A total of 160 respondents were selected using purposive sampling. Data were analysed using inferential statistical analysis with SEM based on partial least square (PLS).
Results: The study shows that environmental strategy has a direct, positive, and significant effect on green purchase intention, environmental concern, and green perceived value. Green perceived value significantly affects green purchase intention, while environmental concern does not. However, both environmental concern and green perceived value significantly mediate the indirect relationship between environmental strategy and green purchase intention.
Conclusions: Environmental strategy influences green purchase intention both directly and through perceived value and concern. While green perceived value enhances intention, high environmental concern may reduce it, reflecting Gen Z's skepticism toward sustainability claims.
Limitations: The study is limited to 160 Generation Z respondents, so the findings may not be generalised to other generational groups or larger populations.
Contribution: This study contributes to expanding knowledge and developing academic understanding of the theoretical factors influencing green purchase intention.

Keywords: *Environmental Concern, Environmental Strategy, Green Perceived Value, Green Purchase Intention*

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1. Introduction

The skincare industry is one of the main contributors to plastic waste, with almost 50% of its packaging made from non-recyclable plastic (Cosmetic Packaging Market Growth, Trends, and Forecasts, 2020-2025). The cosmetics industry in Indonesia is also growing rapidly, making it the country with the third-highest skincare purchase rate globally. Databoks (2022) projects that Indonesia's skincare market will grow 5.81% per year from 2022 to 2027, fuelled by increased purchasing power and beauty trends. In addition to contributing to plastic waste, some skincare manufacturers in Indonesia still use hazardous chemicals that are easy to sell because of their low prices and quick results (Wicaksono & Suryono, 2023). Plastic waste and hazardous chemicals can be minimized through sustainable living, which focuses on reducing waste at the source and using environmentally safe products (Marques & Dewi, 2022). One way to increase public awareness of sustainable living is to encourage interest in buying products made from natural and environmentally friendly materials or green purchase intention.

Green purchase intention refers to the tendency of consumers to choose goods that do not damage the environment and ignore potentially damaging products (Moslehpour et al., 2023). For green products to compete, they need to offer functionality comparable to non-environmentally friendly products to increase purchase intention (Juliana, Djakasaputra, & Pramono, 2020). Consumers who care about the environment tend to choose sustainable products even though the price is higher (Alamin & Ratnasari, 2019). Several studies on green purchase intention have been conducted by various researchers, who identified various factors that influence these intentions, including green perceived risk (L. Chen, Qie, Memon, & Yesuf, 2021; Kusumawati & Tiarawati, 2022), green trust (Amin & Tarun, 2021; Sh Ahmad, Rosli, & Quoquab, 2022; Wasaya et al., 2021), content marketing (Al-Gasawneh & Al-Adamat, 2020; Liao, Wu, & Pham, 2020), top management support (Liu, Liu, & Yang, 2020; Rahman, Zahid, & Al-Faryan, 2023; Sang, Loganathan, & Lin, 2024), and environmental strategy ;(Aftab, Abid, Cucari, & Savastano, 2023; Hasanah, Hindrayani, & Noviani, 2023).

Environmental strategies include various initiatives undertaken by companies to reduce their negative impact on the environment, such as switching to environmentally friendly products and maximizing waste management and energy efficiency (Soana, 2024). This strategy not only reduces the ecological footprint but also increases consumers' perception of the company's sustainability commitment, which in turn strengthens their environmental concern (Sugandini et al., 2020). The implementation of environmental strategies, such as emission reduction, waste management initiatives, and community education, has been shown to increase environmental awareness and concern (Briandana & Saleh, 2022). Environmental concerns refer to the level of consumer concern and awareness of environmental issues (Zeng, Zhong, & Naz, 2023). Different social and cultural factors can affect the effectiveness of various environmental strategies in stimulating environmental concern (Chwialkowska, Bhatti, & Glowik, 2020). In addition, gaps in education levels, access to information, and cultural values also contribute to variations in people's responses to the company's environmental strategy. Research by Saleem, Tahir, Baig, Al-Ansari, and McKay (2023) found that the company's environmental strategy has no significant effect on consumer concern for the environment.

(Marques & Dewi, 2022) revealed that high environmental concern increases sustainability considerations in purchasing. Consumers with high environmental concern tend to choose environmentally certified or recycled products to reflect their values (Rahmawati & Setyawati, 2023). However, Firmansyah (2019) found that environmental concern does not have a significant effect on the purchase intention of upcycle geometric creation products, while Siagian, Budianto, Vinolia, and Mediana (2021) also stated that environmental concern does not affect consumers' decisions to buy green products. Effective environmental strategy implementation increases green perceived value among consumers. Transparent and innovative environmental strategies create positive perceptions of the value of green products, which are seen as not only sustainable but also of quality and social impact. Products that apply sustainability principles, such as the reduction of hazardous chemicals and efficient waste management, are considered to have high green perceived value (Muzakki & Rofianto, 2023). A good environmental strategy can increase green perceived value, which in turn encourages consumers to choose these products and participate in sustainability efforts. (Tirtayani, Ekawati, & Yasa, 2016) shows that environmental strategy has a positive and significant influence on green perceived value. However, a different study by Luchs, Naylor, Irwin, and Raghunathan (2010) found a negative effect of green marketing strategies on consumers' quality perceptions of green products.

Green perceived value has a significant effect on green purchase intention. Consumers who assess green products as having high value in terms of quality, sustainability, and social benefits are more motivated to make purchases (Hongbo, Yongfa, Yang, Li, & Shencheng, 2024). Products with environmentally friendly materials and sustainable production processes are considered to have high green value, while products with low green value are less attractive to environmentally concerned consumers (Mahendra, 2024). Fayad (2024) found a positive and significant relationship between green perceived value and green purchase intention. (Rakhmawati, Puspaningrum, & Hadiwidjojo, 2019) found a negative effect, while Juliana et al. (2020) stated that green perceived value has no significant effect on green purchase intention.

A transparent and innovative environmental strategy can increase consumers' perceptions of the value of green products, which encourages sustainable purchase intentions (Mahendra, 2024). Without recognition of green perceived value, the effect of environmental strategy on green purchase intention may not be maximised. (Tirtayani et al., 2016) shows that green perceived value mediates the effect of environmental strategy on green purchase intention. Research by Sudita and Ekawati (2018) also found a significant mediating role of green perceived value in connecting green marketing with green purchase intention.

Environmental concern acts as a mediator in the influence between environmental strategy and green purchase intention. Effective environmental strategies, such as sustainability initiatives and education programmes, can increase individuals' concern for environmental issues, which in turn encourages individuals to choose green products. Without increased environmental concern, the impact of environmental strategies on purchase intention may not be maximised. Carrión-Bósquez, Ortiz-Regalado, Veas-González, Naranjo-Armijo, and Guerra-Regalado (2025) found that consumer concern for the environment has a significant mediating role in explaining the relationship between environmental corporate strategies. Environmental strategy plays a central role in influencing green purchase intention. Environmentally friendly practices, such as reducing waste, using sustainable resources, and education to increase trust and tendency to buy green products. (Nekmahmud & Fekete-Farkas, 2020) found that environmental marketing strategy has a positive and significant effect on green product purchasing decisions in developing countries such as Bangladesh. However, different research results were found by Vania, which shows that corporate strategies related to the environment do not have a significant influence on consumer purchase intentions for green products.

Research shows that consumers who are aware of a company's commitment to sustainability tend to choose ecologically responsible products (Amin & Tarun, 2021). The Body Shop is an example of implementing environmental strategies, such as the use of natural materials, recycled packaging, and social programmes that increase consumer awareness and encourage green purchase intention. Gen Z is known to have high environmental awareness and tend to care more about sustainability issues than previous generations (Briandana, Hesti, & Dwityas, 2024). They have high expectations of products and brands, consider sustainability values in consumption (Wang & Karasik, 2022), and their emotions are influenced by awareness of the individual's role in preserving the environment (Djajadiwangsa & Alversia, 2022).

Databoks (2021) survey shows that 77.4% of young people in Indonesia are interested in environmental issues, with 78.2% coming from generation Z (14-24 years old) and 76.5% from generation Y (25-40 years old). Jakpat (2022) survey results show that 78% of Gen Z are interested in the zero waste movement, and 16% of them have already implemented it. The majority of respondents (69.8%) use their own shopping bags, 56.2% buy environmentally friendly products and 46.4% collect empty product packaging for recycling. In addition, 45.2% choose products made from natural materials, 42.1% buy products with refillable packaging, 36.2% choose brands that care about the social environment and 32.5% recycle old clothes with added value (upcycling). Wijaya and Kokchang (2023) shows that 62.7% of Gen Z considers tracking their environmental impact very important, with the younger generation dominated by Gen Z favouring second-hand clothes because they are pocket-friendly and environmentally friendly. Therefore, understanding how environmental strategies implemented by companies such as The Body Shop can influence green purchase intention among Gen Z is crucial. This research can provide valuable insights into how brands can adapt to the preferences and expectations of this generation, so as to increase their engagement in sustainability efforts and, ultimately, encourage more responsible purchasing behaviour.

2. Literature review

2.1 Theory of Planned Behaviour

The theory of planned behaviour by Schifter and Ajzen (1985) suggests that a person's intention to act is influenced by attitudes, subjective norms, and perceived behavioural control (Setiawan & Damayanti, 2023). Attitudes towards behaviour are formed from beliefs about its consequences (Harianti, Mianna,

& Hasrianto, 2023). Positive attitudes, social support and availability of resources determine purchasing decisions. However, without behavioural control, decisions can be delayed. In this study, Environmental Strategy (X) plays a role in shaping consumers' subjective norms by providing social pressure to buy environmentally friendly products. Environmental Concern (M1) influences attitudes towards green behaviour, where high concern encourages positive views towards sustainable products. Green Perceived Value (M2) contributes to attitudes by reinforcing the perceived benefits of green products. Finally, Green Purchase Intention (Y) as an outcome of TPB is influenced by attitude (which is influenced by environmental concern and green perceived value), subjective norm (which is influenced by environmental strategy) and perceived behavioural control.

2.1.1 The Effect of Environmental Strategy on Green Purchase Intention

The effective implementation of environmental strategies can increase green purchase intentions. Dangelico and Vocalelli (2017) found that integrating environmental strategies into products increases consumers' intention to buy sustainable products. Y. Chen, Tang, Jin, Xie, and Li (2014) also stated that a clear and transparent environmental strategy can increase consumer confidence and then encourage green product purchase intentions. In addition, (Nekmahmud & Fekete-Farkas, 2020) found that environmental strategy has a positive and significant effect on green purchase intention. Based on the theoretical review and previous research, the following hypothesis is proposed:

H1: Environmental strategy has a positive and significant effect on green purchase intention.

2.1.2 Effect of Environmental Strategy on Environmental Concern

An environmental strategy is an organization's approach to integrating environmental issues into its operations. Freitas, Flynn, Paiva, and Awaysheh (2024) added that transparent and well-communicated strategies can increase consumer awareness of sustainable practices. Arantes (2023) found that active communication about environmental initiatives increases consumer awareness. In addition, (Oikonomou & Zourou, 2022) stated that a company's sustainability reputation attracts more environmentally concerned consumers. In line with this, Khan, Yu, and Farooq (2023) showed that environmental strategy positively affects environmental concern among employees and customers. Based on the theoretical review and previous research, the following hypothesis is proposed:

H2: Environmental strategy has a positive and significant effect on environmental concerns.

2.1.3 Effect of Environmental Strategy on Green Perceived Value

Effective implementation of environmental strategies can increase green purchase intentions (Y.-S. Chen, Chang, Li, & Chen, 2020). This strategy strengthens consumers' perceptions of the value of product sustainability, thereby increasing Green Perceived Value. (Zhang, Xu, Chen, Li, & Chen, 2022) state that a comprehensive environmental strategy creates the perception that green products have functional benefits and superior quality.(Mann, Tweneboah-Koduah, Braimah, & Adom, 2023) also emphasise that environmental strategy plays a role in creating positive experiences with green products, which increases consumer perceived value. Based on the theoretical review and previous research, the following hypothesis is proposed:

H3: Environmental strategy has a positive and significant effect on Green Perceived Value.

2.1.4 The influence of Environmental Concern on Green Purchase Intention

Mustofa and Rinnanik (2022) state that environmental concerns include consumers' commitment and emotional responses to environmental issues. Diash and Syarifah (2021) found that environmental concern has a positive effect on green purchase intention among generation Z. Marcelino (2020) also shows a positive and significant effect of environmental concern on green purchase intention on nutrifood in Bandung. This finding is in line with Rini, Sukaatmadja, and Giantari (2017), who found a similar impact on The Body Shop products in Denpasar City. Based on the theoretical review and previous research, the following hypothesis is proposed:

H4: Environmental Concern has a positive and significant effect on Green Purchase Intention.

2.1.5 The Effect of Green Perceived Value on Green Purchase Intention

Green Perceived Value is consumers' assessment of the net benefits of environmentally friendly products (Zulfanizy & Wahyono, 2019). This value plays a role in building reputation and increasing purchase intention. Arifin (2022) found that Green Perceived Value has a positive and significant effect on Green Purchase Intention for Ades products in Jepara. Tan and Budiono (2020) also stated that perceived green value can predict consumer purchase intentions for Aice ice cream in Jakarta, Indonesia. This finding is in line with Zulfanizy and Wahyono (2019), who showed a positive effect of Green Perceived Value on Green Purchase Intention for SME products in Semarang. Based on the theoretical review and previous research, the following hypotheses were formulated:
H5: Green Perceived Value has a positive and significant effect on Green Purchase Intention.

2.1.6 The role of Environmental Concern in mediating the effect of Environmental Strategy on Green Purchase Intention

The consistent implementation of environmental strategies increases consumers' awareness and concern for environmental issues, which can affect their environmental concern (Briandana & Saleh, 2022). Putri, Wahyuni, and Yasa (2021) added that this concern encourages consumers to choose sustainable products. Marques and Dewi (2022) also found that consumers exposed to a company's environmental strategy tend to have high environmental concerns and consider sustainability aspects in their purchasing decisions. Based on the theoretical review and previous research, the following hypothesis is proposed:
H6: Environmental Concern plays a significant role in mediating the effect of Environmental Strategy on Green Purchase Intention.

2.1.7 *The role of Green Perceived Value mediates the influence of Environmemtal Strategy on Green Purchase Intention*

Companies that implement environmental strategies effectively lead consumers to assess products as greener (Muzakki & Rofianto, 2023). This strategy increases the perceived green value by strengthening the perception of the product's environmental benefits, thereby increasing consumer confidence in purchasing (Mahendra, 2024). Hongbo et al. (2024) also stated that the success of the environmental strategy makes consumers see products as high green value which encourages purchasing tendencies. Based on the theoretical review and previous research, the following hypothesis is proposed:
H7: Green perceived value has a significant role in mediating the effect of Environmental Strategy on Green Purchase Intention.

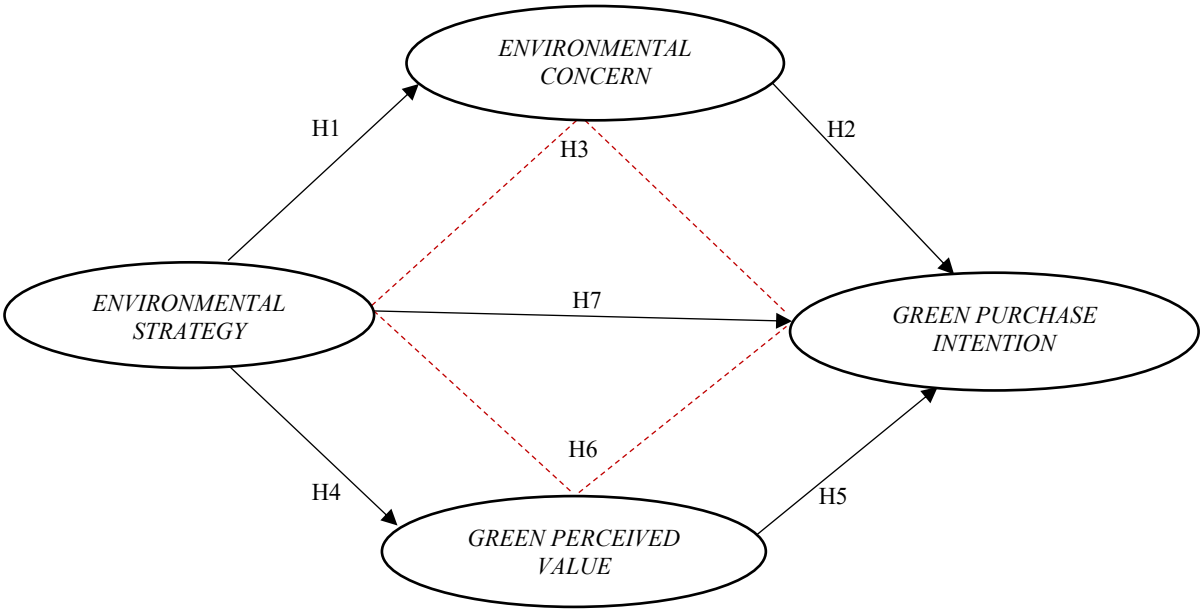

Figure 1. Conceptual Framework
Source: theoretical studies and previous research

3. Research methodology

The research was conducted at all outlets owned by The Body Shop which are spread in Bali and recorded on The Body Shop's official website, including: Level21 Mall Denpasar, Bali Galeria Mall, and BeachWalk Kuta. The population in this study consisted of all consumers who lived in Bali and had never purchased green products from The Body Shop. The ideal sample size for multivariate analysis is recommended to range from five to ten times the number of indicators used (Sugiyono, 2017). With an estimate based on 16 indicators, the sample size obtained was 10 × 16, resulting in a total of 160 respondents. The sample selection method in this study used a purposive sampling technique, with the criteria that 1) Respondents are Indonesian citizens who live in Bali. 2) Respondents were at least 17 years old 3) Respondents had never shopped or made a purchase at The Body Shop. The data used were quantitative and qualitative. The purposive sampling method was used for data collection, which was carried out through a questionnaire. Data analysis techniques using inferential statistical analysis were carried out using SEM based on the partial least square (PLS).

4. Results and discussions

4.1. Respondent demographics

Respondent characteristics are the profiles of 160 respondents who participated in the data collection through a research questionnaire distributed via Google Forms. More detailed respondent characteristics are presented in Table 2.

Table 2. Respondent characteristics

No	Characteristics	Classification	Number of Respondents	Percentage
1	Gender	Male	49	30.63%
		Female	111	69.37%
2	Age	17-21 years old	63	39.38%
		22-27 years old	97	60.62%
3	Work	University Students	60	37.50%
		Private Employee	51	31.87%
		Entrepreneur	25	15.63%
		Civil servant	24	15.00%

Source: Processed data (2025)

Table 2 shows that the most common gender criterion is female respondents, accounting for 69.37% of the sample, while male respondents account for 30.63 percent. The age characteristic is dominated by respondents aged 22-27 years, accounting for 60.62 percent, while the 17-21 age range accounts for only 39.38 percent. Regarding occupational characteristics, the majority of respondents were students, accounting for 37.50 percent, while the lowest proportion was government employees, at 15.00 percent.

4.2. Test Convergent Validity

Table 2. Instrument validity test results

Variable	Indicators	Outer Loadings	Description
Environmental Strategy	X1 Strategic Action	0.891	Valid
	X2 Market Opportunities	0.827	Valid
	X3 Competitive Advantage	0.856	Valid
	X4 Funcitional Level Complinance	0.827	Valid
Environmental Concern	M1.1 Environmental Quality	0.941	Valid
	M1.2 Natural Consequences	0.920	Valid
	M1.3 Natural Consequences	0.895	Valid
	M1.4 Emotions in Environmental Issues	0.891	Valid
Green Perceived Value	M2.1 Environmental Benefits	0.904	Valid
	M2.2 Meeting Expectations	0.936	Valid
	M2.3 Price	0.897	Valid

	M2.4 Quality Standard	0.920	Valid
Green Purchase Intention	Y1 Transactional	0.830	Valid
	Y2 Referential	0.869	Valid
	Y3 Preferential	0.778	Valid
	Y4 Explorative	0.843	Valid

Source: Processed data (2025)

Based on Table 2, it can be seen that all indicators in the variable have outer loading above 0.7, which means that all indicators have fulfilled convergent validity, so they are valid for measuring variables and are able to reflect the measurements in this research instrument (Ghozali & Latan, 2014).

4.3. Average Variance Extracted Test

Table 3. Instrument validity test results

Variable	AVE value	Description
Environmental Strategy	0.724	Valid
Environmental Concern	0.832	Valid
Green Perceived Value	0.836	Valid
Green Purchase Intention	0.690	Valid

Source: Processed data (2025)

Based on Table 3, the level of convergent validity, as seen from the Average Variance Extracted (AVE) value of each construct (variable), is above 0.5, which means that the variables of environmental strategy, environmental concern, green perceived value, and green purchase intention are valid for use as research instruments (Ghozali & Latan, 2014). Overall, the variation in measurement items contained in the variables reached 72.4% (environmental strategy), 83.2% (environmental concern), 83.6% (green perceived value), and 69.0% (green purchase intention).

4.4. Composite Reliability Test

Table 4. Composite reliability test results

Variable	Composite Reliability	Description
Environmental Strategy	0.873	Reliable
Environmental Concern	0.943	Reliable
Green Perceived Value	0.937	Reliable
Green Purchase Intention	0.855	Reliable

Source: Processed data (2025)

Based on Table 4, it can be seen that all constructs have good reliability, with all composite reliability values above 0.7, so that the measuring instrument can be trusted and relied on (reliable).

4.5. Cronbach Alpha Test

Table 5. Cronbach alpha test results

Variable	Cronbach Alpha	Description
Environmental Strategy	0.873	Reliable
Environmental Concern	0.933	Reliable
Green Perceived Value	0.935	Reliable
Green Purchase Intention	0.850	Reliable

Source: Processed data (2025)

Based on Table 5, it can be seen that all constructs have a Cronbach's alpha value above 0.7, so it can be stated that all constructs are reliable, which successfully strengthens the composite reliability results, so that the measurement tool can be trusted and relied upon.

4.6. Test Discriminant Validity

Table 6. Results of discriminant validity test - Fornell and Lacker

	EC	ES	GPI	GPV

Environmental Strategy	0.912			
Environmental Concern	0.544	0.851		
Green Perceived Value	0.056	0.256	0.830	
Green Purchase Intention	0.538	0.590	0.294	0.914

Source: Processed data (2025)

The results in Table 6 show that Fornell and Lacker are assessed based on the root value of AVE, where the value must be greater than the correlation between the variables. The root AVE value for each variable is greater than the correlation with other variables; therefore, all variables fulfil good discriminant validity.

Table 7. Results of discriminant validity test - HTMT

	EC	**ES**	**GPI**	**GPV**
Environmental Strategy				
Environmental Concern	0.597			
Green Perceived Value	0.076	0.289		
Green Purchase Intention	0.571	0.648	0.332	

Source: Processed data (2025)

Sarstedt, Hair Jr, Cheah, Becker, and Ringle (2019) recommend HTMT because this validity measure is considered more sensitive and accurate in detecting discriminant validity. The recommended value is < 0.90. Based on the results in Table 7, it can be seen that all variable values are below 0.90, so discriminant validity is good and fulfilled.

Table 8. Results of discriminant validity test - cross loading

	EC	**ES**	**GPI**	**GPV**
X1	**0.891**	0.465	0.516	0.210
X2	**0.827**	0.449	0.504	0.295
X3	**0.856**	0.476	0.454	0.178
X4	**0.827**	0.462	0.527	0.183
M1.1	0.551	**0.941**	0.505	-0.026
M1.2	0.526	**0.920**	0.527	-0.057
M1.3	0.483	**0.895**	0.492	-0.031
M1.4	0.405	**0.891**	0.428	-0.102
M2.1	0.520	0.539	**0.904**	0.296
M2.2	0.538	0.498	**0.936**	0.266
M2.3	0.604	0.500	**0.897**	0.248
M2.4	0.483	0.424	**0.920**	0.269
Y1	0.267	-0.053	0.212	**0.830**
Y2	0.294	-0.020	0.256	**0.869**
Y3	0.154	-0.007	0.296	**0.778**
Y4	0.116	-0.110	0.216	**0.843**

Source: Processed data (2025)

The results in Table 8 show that cross-loading is a good indication, where the correlation of each construct with its indicators is higher than the correlation with the other constructs. This is evidenced by the loading factor that each indicator has, which is greater on the intended construct than the loading factor on other constructs.

4.7. Inner Model Evaluation

4.7.1 Multicollinear Test (VIF)

Table 9. VIF test results

	VIF
Environmental strategy → Environmental concerns	1.000
Environmental strategy → Green Perceived Value	1.000
Environmental strategy → Green Purchase Intention	1.724
Green Perceived Value → Green Purchase Intention	1.708
Environmental concern → Green Purchase Intention	1.583

Source: Processed data (2025)

Table 9 shows that all direct effects have VIF values <5, which means that the level of multicollinearity between the variables in this study is fairly low. These results strengthen the results of parameter estimation in SEM-PLS, which is robust (unbiased).

4.8. Test Goodness of Fit (R-Square) and Predictive Q-Square

Table 10. Goodness of Fit Test Results (R-Square) and Q-Square

	R-Square	Q-Square
Environmental Concern	0.292	0.280
Green Perceived Value	0.348	0.038
Green Purchase Intention	0.191	0.328

Source: Processed data (2025)

Based on Table 10, it can be seen that the model of the effect of environmental strategy on environmental concern provides an R-squared value of 29.2%, including a moderate influence, the effect of environmental strategy on green perceived value provides an R-squared value of 34.8%, including a moderate influence, and the joint effect of environmental strategy, environmental concern, and green perceived value on green purchase intention, which is 19.1%, is a low influence. Furthermore, all influence values show Q-square numbers above zero, which means that this study has a good observation value.

4.9. SRMR Test

Table 11. SRMR Test Results

	Estimated Model
SRMR	0.092

Source: Processed data (2025)

Table 11 shows that the SRMR value in this study is 0.092, which indicates that the model has an acceptable fit, where empirical data can explain the influence of the variables in the model.

4.10. Effect Size Test (F-Square)

Table 12. Effect size test results (F-Square)

	ES (X)	EC (M1)	GPV (M2)	GPV (Y)
Environmental Strategy		0.421	0.533	0.049
Environmental Concern				0.116
Green Perceived Value				0.088
Green Purchase Intention				

Source: Processed data (2025)

Based on Table 12, it can be seen that there is a large influence (0.421) on the relationship between environmental strategy and environmental concern. A large influence (0.533) on the relationship between environmental strategy and green perceived value. A weak influence (0.049) was found on the relationship between environmental strategy and green purchase intention. The medium influence (0.116) on the relationship between environmental concern and green purchase intention. The medium influence (0.088) on the relationship between perceived value and green purchase intention.

4.11. Hypothesis Test

The hypothesis testing in this study is displayed in the SmartPLS 4.0 data processing results in the form of a figure, which is presented in Figure 1. According to Sarstedt et al. (2019), to test the hypothesis, it is important to examine the value of the path coefficient, T-statistics, and P-value. The path coefficient indicates the strength and direction of the relationship between variables, while t-statistics greater than 1.96 and p-values smaller than 0.05 indicate that the relationship is statistically significant.

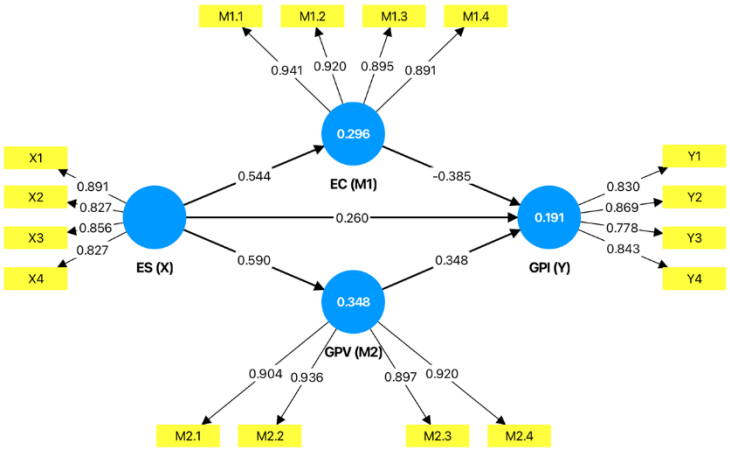

Figure 1. Path diagram of the relationship between Environmental Strategy, Environmental Concern (M1), Green Perceived Value, and Green Purchase Intention.
Source: Data processed (2025)

4.11.1 Direct Effect Testing

Hypothesis testing uses the value contained in the path coefficient results as a basis. Table 13 presents the estimation output for the structural model testing.

Table 13. Path Coefficient (Mean, STDEV, T Statictics, P Values) Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
ES (X)→ GPI (Y)	0.260	0.263	0.120	2.165	0.030
ES (X)→ EC (M1)	0.544	0.551	0.070	7.823	0.000
ES (X)→ GPV (M2)	0.590	0.593	0.074	8.016	0.000
EC (M1)→ GPI (Y)	-0.385	-0.389	0.094	4.114	0.000
GPV (M2)→ GPI (Y)	0.348	0.351	0.103	3.379	0.001

Source: Processed data (2025)

The hypothesis of each variable relationship was tested using the bootstrapping method, where bootstrapping functions to determine the t value so that the significance level of the t value can be known and minimize the problem of data abnormalities. Bootstrapping was performed using 5000 subsamples to obtain a stable t value. The test results through bootstrapping in the PLS analysis are explained as follows.

4.11.2 Hypothesis Testing 1 (The Effect of Environmental Strategy on Green Purchase Intention)

The results of testing hypothesis 1 show that the original sample of 0.260 indicates that the direction of the influence of environmental strategy on green purchase intention is positive. The t-statistic value of 2.165 (>1.96) and p-value of 0.030 (<0.05) indicate that the relationship between environmental strategy and green purchase intention is significant. These results indicate that environmental strategy has a positive and significant effect on green purchase intention, so hypothesis 1 in this study can be accepted.

4.11.3 Hypothesis Testing 2 (Effect of Environmental Strategy on Environmental Concern)

The results of testing Hypothesis 2 show that the original sample of 0.544 indicates that the influence of environmental strategy on environmental concern is positive. The t-statistic value of 7.823 (>1.96) and p-values of 0.000 (<0.05) indicate that the relationship between environmental strategy and environmental concern was significant. These results indicate that environmental strategy has a positive and significant effect on environmental concern; therefore, Hypothesis 2 in this study can be accepted.

4.11.4 Hypothesis Testing 3 (Effect of Environmental Strategy on Green Perceived Value)

The results of testing Hypothesis 3 show that the original sample of 0.590 indicates that the influence of environmental strategy on green perceived value is positive. The t-statistic value of 8.016 (>1.96) and p-values of 0.000 (<0.05) indicate that the relationship between environmental strategy and green perceived value is significant. These results mean that environmental strategy has a positive and significant effect on green perceived value, so hypothesis 3 in this study can be accepted.

4.11.5 Hypothesis Testing 4 (The Effect of Environmental Concern on Green Purchase Intention)

The results of testing Hypothesis 4 show that the original sample of -0.385 indicates that the effect of environmental concern on green purchase intention is negative. The t-statistic value of 4.114 (>1.96) and p-values of 0.000 (<0.05) indicate that the relationship between environmental concern and green purchase intention is significant. These results mean that environmental concern has a negative and significant effect on green purchase intention, so hypothesis 4 in this study is rejected.

4.11.6 Hypothesis Testing 5 (The Effect of Green Perceived Value on Green Purchase Intention)

The results of testing Hypothesis 5 show that the original sample of 0.348 indicates that the direction of the influence of green perceived value on green purchase intention is positive. The t-statistic value of 3.379 (>1.96) and p-values of 0.001 (<0.05) indicate that the relationship between green perceived value and green purchase intention is significant. These results mean that green perceived value has a positive and significant effect on green purchase intention, so hypothesis 5 in this study can be accepted.

4.11.7 Indirect Effect Testing

The indirect effect test is important for providing a deeper understanding of the mechanism linking the variables and evaluating the significance and contribution of the mediating effect. Table 14 presents the results of the indirect effects.

Table 14. Path Coefficient of Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
ES (X)→ EC (M1) GPI→ (Y)	-0.210	-0.215	0.061	3.458	0.001
ES (X)→ GPV(M2)→ (Y)	0.205	0.209	0.071	2.904	0.004

Source: Processed data (2025)

4.11.7 Hypothesis Testing 6 (The Role of Environmental Concern in Mediating the Indirect Effect of Environmental Strategy on Green Purchase Intention)

Based on Table 14, it can be seen that the resulting value on the path ES (X) → EC (M1) GPI → (Y) is significant with a T-statistics value of 3.458 which is greater than the T-table (1.96), and a P-value of 0.001 which is smaller than 5 per cent (<0.05). This shows that H0 is rejected and H1 is accepted, which means that environmental concern plays a significant role in mediating the indirect effect between environmental strategy and green purchase intention; thus, Hypothesis 6 in this study can be accepted.

4.11.8 Hypothesis Testing 7 (The Role of Green Perceived Value in Mediating the Indirect Effect of Environmental Strategy on Green Purchase Intention)

Based on Table 14 on the path ES (X) → GPV (M2) → (Y), the t-statistic value of 2.904 is also greater than the t-table (1.96), and the p-value of 0.004 is smaller than 0.05, which indicates that H0 is rejected and H1 is accepted, which means that green perceived value plays a significant role in mediating the indirect effect between environmental strategy and green purchase intention, so Hypothesis 7 in this study can also be accepted.

4.12. Discussion

4.12.1 The Effect of Environmental Strategy on Green Purchase Intention

Based on the results in Table 13, it can be concluded that environmental strategy has a positive and significant effect on green purchase intention. This can be seen from the original sample of 0.260, indicating that the direction of the influence of environmental strategy on green purchase intention is positive. The t-statistic value of 2.165 (>1.96) and p-value of 0.030 (<0.05) indicate that the relationship between environmental strategy and green purchase intention is significant; therefore, Hypothesis 1 is accepted. These results indicate that the better the environmental strategy implemented by The Body Shop, which is indicated by the strategic steps of new product development (R&D), effective utilization of market demand, product excellence, and compliance with environmental protection regulations by the company, the higher the consumer purchase intention towards The Body Shop's green products (green purchase intention) among Gen Z. Effective implementation of environmental strategies can significantly increase green purchase intention (Dangelico & Vocalelli, 2017). These results are in line with previous research conducted by Y. Chen et al. (2014) and Nekmahmud and Fekete-Farkas (2020) also found that environmental strategy has a positive and significant effect on green purchase intention.

4.12.2 The Effect of Environmental Strategy on Environmental Concern

Based on the results in Table 13, it can be concluded that environmental strategy has a positive and significant effect on environmental concern. This can be seen from the original sample of 0.544, indicating that the influence of environmental strategy on environmental strategy is positive. The t-statistic value of 7.823 (>1.96) and p-value of 0.000 (<0.05) indicate that the relationship between environmental strategy and environmental concern is significant; therefore, Hypothesis 2 is accepted. These results indicate that the better the environmental strategy implemented by The Body Shop, which is indicated by the strategic steps of new product development (R&D), effective utilization of market demand, product excellence, and compliance with environmental protection regulations by the company, the greater the increase in Gen Z consumers' sense of concern for the environment. Companies that implement environmental strategies experience a significant increase in public environmental awareness (Lai et al., 2025). These results are consistent with those of Arantes (2023), who found that environmental strategy has a positive and significant effect on environmental concern.

4.12.3 Effect of Environmental Strategy on Green Perceived Value

Based on the results in Table 13, it can be concluded that environmental strategy has a positive and significant effect on green perceived value. This can be seen from the original sample of 0.590, indicating that the influence of environmental strategy on green perceived value is positive. The t-statistic value of 8.016 (>1.96) and p-values of 0.000 (<0.05) indicate that the relationship between environmental strategy and green perceived value is significant; therefore, Hypothesis 3 is accepted. These results indicate that the better the environmental strategy implemented by The Body Shop, which is indicated by the strategic steps of developing new products (R&D), effective utilization of market demand, product excellence, and compliance with environmental protection regulations by the company, the greater the green perceived value of Gen Z consumers. Effective environmental strategies strengthen consumers' perceptions of the value of product sustainability, which increases the perceived green value (Y.-S. Chen et al., 2020). These results are consistent with those of Zhang et al. (2022), Y.-S. Chen et al. (2020) which found that environmental strategy has a positive and significant effect on green perceived value.

4.12.4 The Effect of Environmental Concern on Green Purchase Intention

Based on the results in Table 13, it can be concluded that environmental concern has a negative and significant effect on green purchase intention. This can be seen from the original sample value of -0.385, which indicates the direction of the negative influence of environmental concern on green purchase intention. Although the t-statistic value of 4.114 (>1.96) and p-value of 0.000 (<0.05) indicate that the relationship between environmental concern and green purchase intention is significant, hypothesis 4 in this study can be rejected. Although environmental concern should increase the intention to buy green products, this study shows that the higher the concern for the environment, the lower the consumer's intention to buy green products. This could be because consumers with high concern tend

to be more skeptical of greenwashing claims, concerned about higher prices and lower quality, and confused by the amount of information circulating about the environmental impact of various products. However, even though companies like The Body Shop show great efforts in sustainability, contribute to ecosystem health, are aware of the impact of corporate activities on the environment, and make efforts to sustainably preserve natural resources, the results of this study show that these factors do not necessarily increase green purchase intention among Gen Z consumers. High environmental concern can lead to skepticism, concerns about greenwashing, and confusion about sustainability claims, which in turn decrease green purchase intention. Therefore, companies should continue to look for other strategies that influence green product purchase intentions. This finding is different from previous research by Diash and Syarifah (2021), (Marcelino, 2020), and (Rini et al., 2017), which showed that environmental concern has a positive effect on green purchase intention. This research is in line with the results found by Yang, Tang, Cheung, and Zhang (2021) and Gupta and Singh (2024), who found negative and significant results in this relationship, as well as (Mustofa & Rinnanik, 2022), who found that environmental concern had no effect on green purchase intention.

4.12.5 The Effect of Green Perceived Value on Green Purchase Intention

Based on the results in Table 13, it can be concluded that the green perceived value variable has a positive and significant effect on green purchase intention. This can be seen from the original sample of 0.348, indicating that the effect of green perceived value on green purchase intention is positive. The t-statistic value of 3.379 (>1.96) and p-values of 0.001 (<0.05) indicate that the relationship between green perceived value and green purchase intention is significant; therefore, Hypothesis 5 in this study can be accepted. These results indicate that the better the green perceived value implemented by The Body Shop, which is indicated by the extent to which the product provides direct or indirect benefits to the environment, the extent to which the product meets consumer expectations, consumer perceptions regarding the affordability of product prices, and consumer views regarding product quality, the higher the consumer green purchase intention among Gen Z consumers. Consumer assessment of the net benefits obtained from using environmentally friendly products can increase consumer purchase intention for these products (Zhuang, Luo, & Riaz, 2021). This result is in line with previous research conducted by Arifin (2022), Tan and Budiono (2020), Zhuang et al. (2021), who found that green perceived value has a positive and significant effect on green purchase intention.

4.12.6 The role of Environmental Concern in mediating the effect of Environmental Strategy on Green Purchase Intention

Based on the results of the PLS test calculation in Table 14, it can be concluded that the environmental concern (EC) variable significantly plays a role in mediating the indirect effect between the environmental strategy (ES) variable and green purchase intention (GPI). This can be seen from the T-statistics value on the ES (X) → EC (M1) GPI → (Y) path, which is 3.458, which is greater than the T-table (1.96), and the P-value of 0.001 which is smaller than 5 percent (<0.05), which means that H0 is rejected and H1 is accepted, so that hypothesis 6 in this study can be accepted. These results indicate that the more strategic The Body Shop is in introducing environmental impacts and the existence of green products to Gen Z consumers, the higher the sense of concern that consumers have for the environment, which will increase consumers' green purchase intention for The Body Shop products. Consistent implementation of environmental strategies can increase consumer awareness of environmental issues and deepen their concern about the impact of the products they choose. The stronger the environmental strategy, the more significant its influence in increasing consumer environmental concern, which in turn can motivate consumers to pay more attention to environmental impacts and tend to purchase sustainable products (Briandana & Saleh, 2022). These results are in line with the research conducted by Putri et al. (2021) and Marques and Dewi (2022), who found that environmental concern plays a significant role in mediating the effect of environmental strategy on green purchase intention.

4.12.7 The role of Green Perceived Value in mediating the effect of Environmental Strategy on Green Purchase Intention

Based on the results of the PLS test calculation in Table 14, it can be concluded that the green perceived value (GPV) variable significantly plays a role in mediating the indirect effect between environmental

strategy (ES) variables on green purchase intention (GPI). This can be seen from the T-statistics value on the ES (X) → GPV (M2) → (Y) path, which is 2.904, which is greater than the T-table (1.96), and the P-value of 0.004 which is smaller than 5 percent (<0.05), which means that H0 is rejected and H1 is accepted, so that hypothesis 7 in this study can be accepted. These results indicate that the more strategic The Body Shop is in introducing environmental impacts and the existence of green products to Gen Z consumers, the better the consumer acceptance of the value of a green product, which will increase consumers' green purchase intention for The Body Shop products. An effective environmental strategy can also significantly affect green perceived value by increasing consumers' perceptions of the environmental benefits of the products they will buy, which in turn will increase consumers' tendency to be more confident in buying these products (Mahendra, 2024). These results are consistent with those of Hongbo et al. (2024) and Muzakki and Rofianto (2023), who found that green perceived value plays a significant role in mediating the effect of environmental strategy on GPInt.

5. Conclusion

5.1 Conclusion

This study concludes that environmental strategy has a positive and significant effect on environmental concern, green perceived value, and green purchase intention among Gen Z consumers. Green perceived value also has a positive and significant influence on green purchase intention. Interestingly, environmental concern had a negative and significant effect on green purchase intention, suggesting that higher environmental concern may lead to skepticism toward sustainability claims, potentially reducing purchase intention. Both environmental concern and green perceived value significantly mediated the relationship between environmental strategy and green purchase intention. This indicates that well-designed environmental strategies can indirectly shape consumer attitudes and increase the likelihood of purchasing green products through improved concern and perceived value. These findings contribute to the growing body of knowledge on green consumer behavior, particularly in the context of Generation Z's sustainable product preferences. This study supports and extends prior research by identifying both the direct and mediating effects of environmental strategy and reveals a contrasting dynamic in which environmental concern may reduce green purchase intention, adding novelty to the literature. For businesses such as The Body Shop, this study highlights the importance of maintaining strategic sustainability actions that foster a strong green perceived value. Companies should ensure transparency in communicating their environmental efforts to minimize consumer skepticism, especially among environmentally conscious Generation Z consumers. Additionally, product pricing strategies should consider Gen Z's purchasing power without compromising environmental standards, as affordability remains a key factor influencing perceived value and purchase intention.

5.2 Limitations

This research is explanatory with a short period of time, so it does not cover environmental changes that can affect the relationship between variables; therefore, similar research needs to be conducted in the future. The factors analyzed only include environmental strategy, environmental concern, and green perceived value, even though there are many other variables that can affect green purchase intention. In addition, this study was limited to 160 respondents from Generation Z; therefore, it cannot be generalized to other generations or larger subject groups.

5.3 Suggestion

This study shows that the functional-level compliance indicator of environmental strategy has the lowest score, although it is still in the good category. To increase green purchase intention, The Body Shop needs to adopt transparency and holistic innovations, such as the publication of sustainability reports, international certifications, eco-friendly product innovations, consumer education, and sustainability-based loyalty programs. In addition, the environmental quality indicator environmental concern also has a low score; therefore, companies should ensure that their sustainability claims are transparent and evidence-based to avoid Gen Z skepticism towards greenwashing. Clear and transparent educational campaigns can increase consumer confidence in sustainable brands. In the green perceived value variable, the price indicator needs to be improved with a product value-added communication strategy, price flexibility, discounts, bundling packages, and more affordable payment options so that

Gen Z sees green products as a long-term investment. For future research, it is recommended to add research variables, expand the number of samples, and explore other objects and industrial areas.

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