

FEEL THE GREEN: HOW GREEN MARKETING STRATEGY INFLUENCES THE BUSINESS PERFORMANCE OF RESTAURANTS IN BADUNG REGENCY

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ABSTRACT

Green marketing has become a strategic issue to improve companies' business performance in the current era of rapidly increasing industrialisation and rising environmental concerns. A business cannot focus on economic or profit orientation alone; instead, it must consider the dimensions of environmental impact and social effects. Currently, sustainable business processes are experiencing challenges from consumers who are increasingly aware of sustainability, which has encouraged companies to adopt environmentally friendly business practices. In Indonesia, especially in Badung Regency, the rapid development of the restaurant industry has created a climate of intense competition in the region. Restaurant business owners must start thinking about creating a culinary industry climate that positively impacts the environment and affects long-term business continuity. Based on this, Green marketing is one area that provides a stimulus to achieve sustainability goals and provides a fundamental change in the management paradigm in terms of both marketing and business functions. This study aims to analyse the impact of green marketing and consumer behaviour on business performance in Badung, Indonesia. The research uses quantitative methods, namely a research approach that prioritises numerical data (numbers) and statistical analysis to test hypotheses. The main result reveals that green marketing positively and substantially influences a restaurant's performance. Furthermore, results show that consumer behaviour has positively and significantly mediated the impact of green marketing on business performance. This mechanism provides deeper insight into how green marketing improves sustainable business performance.

Keywords: business performance; consumer behaviour; green marketing; restaurant; Badung

INTRODUCTION

In the increasingly competitive global business competition era, sustainability issues are no longer an option but a strategic necessity for companies. Global competition and stakeholder demand require companies to pursue short-term profits and consider long-term impacts on the environment and society (GRI, 2021). The concept of business sustainability includes three main dimensions, namely economic, environmental, and social (triple bottom line), which must be balanced to achieve sustainable growth (Elkington, 2018). A business cannot focus on economic or profit orientation alone; instead, it must consider the dimensions of environmental impact and social effects. Currently, sustainable business processes are experiencing challenges, some related to climate change and environmental degradation, and pressure from consumers who are increasingly aware of sustainability has encouraged companies to adopt environmentally friendly business practices. In recent decades, green marketing has emerged as a strategy that promotes sustainable products and services and encourages corporate social responsibility (CSR) (Kotler & Keller, 2016). Consumers are assumed to view a product's "greenness" aspect as an advantage and are willing to pay more (Kumar, 2020). Systematic research by Hidayat et al. (2024) shows that green marketing has a positive relationship with business performance, including increased customer loyalty, brand image, and competitive advantage.

Badung Regency is the regency that has the highest number of tourist visits in Bali Province, which is 6 million people (BPS, 2025). This is certainly in line with the amount of local revenue from the tourism sector. An increase in facilities and infrastructure, including culinary tourism or the restaurant industry, supports the rapid development of tourism. In 2024, there was a significant increase in the number of restaurants in Badung Regency, totalling 7,142 units; previously, in 2023, there were 869 units (Bali Province Tourism Office, 2025).

Table 1. Number of Restaurant in Badung Regency

Regency/City	2021	2022	2023
Jembrana Regency	158	136	317
Tabanan Regency	119	92	-
Badung Regency	728	823	869
Gianyar Regency	1,053	952	1,223
Klungkung Regency	375	245	423
Bangli Regency	14	47	67
Karangasem Regency	-	146	-
Buleleng Regency	548	200	535
Denpasar City	604	604	952
Bali Province (Total)	3,868	3,245	4,429

Source: Dinas Pariwisata Bali, Data Processed

The rapid development of the restaurant industry in Badung Regency has created a climate of intense competition in the region. In general, culinary products do not have many positive elements for the environment (Yudawisastra, 2021). No one has used renewable energy in terms of energy consumption, fossil energy, and large-scale electricity consumption. This shows that the level of energy consumption in food or beverage processing is less efficient. Even some culinary entrepreneurs use wood energy for combustion, which causes pollution, namely carbon generated from combustion. Restaurant business owners must start thinking about creating a culinary industry climate that positively impacts the environment and affects long-term business continuity. Based on this. Green marketing is one area that provides a stimulus to achieve sustainability goals and provides a fundamental change in the management paradigm in terms of both marketing and business functions. Companies must adapt to changes in meeting customer needs, new regulations, and the spirit of social responsibility that reflects the increasing concern for the socio-environmental impact of business.

Although the benefits of sustainability have been empirically proven, many companies still face obstacles in implementing green marketing concepts. The role of customers in improving and promoting initiatives that are more aware of environmentally friendly consumption is important for companies. Consumer behavior can also influence and make organizations more environmentally conscious (Taneja & Ali, 2021). Consumers who make a conscious decision to go green help create awareness for organizations to practice what is known as sustainable business practices to meet global environmental standards.

In Indonesia, consumer behavior toward green products also shows signs of change. Despite facing economic challenges, research published in the *Journal of Cleaner Production* shows that Indonesian consumers are increasingly aware of the importance of sustainability and are willing to pay more for green products (Bachtiar et al., 2019).

Green marketing is the proper marketing method in the modern era because environmental awareness can help consumers make better purchase decisions (Naibaho et al., 2024). This statement is supported by research conducted by Rayon and Widagda (2021), which states that green marketing positively and significantly affects purchase decisions. Measuring the extent to which green marketing affects sustainable business performance remains a relevant research topic, especially in an increasingly competitive market. Unlike previous studies focusing on the impact of consumer purchasing decisions, this study explicitly discusses the effect of green marketing on sustainable business performance with consumer behavior as a mediating variable.

Problem Identification

The problem formulation studied in this study is (1) How does green marketing influence consumer behavior in restaurants in Badung? (2) How does consumer behavior influence sustainable business performance in restaurants in Badung? and (3) What is the mediating role of consumer behavior in the relationship between green marketing and sustainable business performance?

Research Objective

The following are the research objectives to be achieved, including (1) Analyzing the influence of green marketing on consumer behavior in restaurants in Badung, (2) Analyzing the influence of consumer

behavior on sustainable business performance in restaurants in Badung, and (3) Identifying the role of consumer behavior as a mediating variable.

LITERATURE REVIEW

Green consumerism continues the global consumer movement that began with consumers' awareness of their rights to obtain decent, safe, and environmentally friendly products, which is becoming stronger. Furthermore, the desired products are not only green but also reduce the damage caused (Rahmawati & Nurhasan, 2021). Research about green marketing's effect on consumer behavior in the culinary sector remains insufficient. As a strategic marketing approach, green marketing involves promoting goods and services to reduce their impact on the environment and support sustainability (Ali, 2021). Consumer behavior characterized by environmental consciousness is defined as consumers' decision-making in purchasing environmentally friendly products and supporting environmentally responsible businesses (Adrita & Mohiuddin, 2020).

Lei and Kim (2022) orchestrated a cross-cultural study to discern the diverse nuances of green marketing's impact on consumer behavior within the cosmetics industry, juxtaposing perceptions and responses across Western and Asian markets. Using both qualitative and quantitative methodologies—including surveys and focus groups—the research unraveled cultural fault lines underpinning consumer attitudes toward eco-friendly cosmetic brands and products. Illuminating a heterogeneous panorama, the findings underscored the varying importance ascribed to green attributes across cultural divides, accentuating the imperative for cosmetics companies to tailor their green marketing strategies in tandem with cultural preferences. This empirical work delineated a roadmap for effectively targeting diverse consumer segments across the global cosmetics landscape (Lei & Kim, 2022).

Zhang and Wang (2023) embarked on a pioneering meta-analytical study aimed at uncovering the overarching influence of green marketing on consumer behavior within the home appliance industry. Through an exhaustive synthesis of existing literature supplemented by a survey of consumer preferences, the study distilled the essence of green marketing's effectiveness in shaping purchase decisions regarding energy-efficient appliances. The findings revealed a noticeable increase in consumers' prioritization of environmental considerations when purchasing home appliances, signaling an emerging paradigm shift toward eco-conscious consumption. The study's recommendations encouraged manufacturers to highlight the environmental benefits of their products through transparent and credible green marketing efforts, thus harnessing the spirit of sustainability to drive market growth (Zhang & Wang, 2023).

Research by Alhamdi (2024) shows that green marketing strategies do not significantly influence female consumer behavior in Saudi Arabia. Although environmental labeling proved effective in encouraging sustainable consumption, other aspects of green marketing did not show similar results. This study confirms that general green marketing strategies are less effective without contextual and educational approaches specific to the target audience (Alhamdi, 2024).

Previous research discussing the relationship between consumer behavior and business sustainability shows that consumer behavior significantly influences sustainable business performance. Increasingly environmentally conscious consumers tend to choose environmentally friendly products, encouraging companies to adopt sustainable business practices to maintain competitiveness (Joshi & Rahman, 2015). A study by Dangelico & Vocalelli (2017) found that consumer preference for brands

committed to sustainability improves corporate image and encourages green product innovation. However, challenges such as consumer skepticism toward green claims (Nyilasy et al., 2014) and willingness to pay premium prices (Gleim et al., 2013) affect the effectiveness of sustainable marketing strategies. Thus, a deep understanding of consumer behavior is key to improving sustainable business performance.

METHOD, DATA, AND ANALYSIS

Method (Research Design)

The research uses quantitative methods, namely a research approach that prioritizes numerical data and statistical analysis to test hypotheses or examine the influence of green marketing relationships, consumer behavior, and sustainable business performance. The data collection technique was carried out using the survey method. This research uses data analysis with SmartPLS software. PLS (Partial Least Squares) is a soft modeling analysis that does not assume the data must be on a particular scale, which means the sample size can be small (under 100 samples) (Sugiyono, 2018).

Data (Population and Sample)

The research uses a systematic or purposive sampling strategy to ensure a fair and representative sample of the target population while minimizing sampling bias. This research targets restaurant businesses that have been operating for over five years and are implementing green marketing and sustainability practices. A minimum operating period of five years was chosen to ensure that the restaurant businesses have adequate and relevant experience with green business initiatives, thus increasing the accuracy and reliability of their responses.

The study findings showed emerging themes of market research, excellent customer service, and passion as potential strategies for SME restaurant owners to achieve business sustainability beyond five years (Golonfoun, 2017). The selected restaurant businesses operate in the Badung Regency area, which represents the concentration of restaurants that apply the concept of green marketing amidst intense competition, as Badung has the highest number of restaurants in Bali Province.

The sample size of this study was determined using the Slovin formula because the number of samples must be representative to ensure the generalizability of the research results. The calculation does not require a sample size table but can be performed using the formula. The population studied is based on data from the Bali Provincial Tourism Office, which reports 7,142 restaurants in Badung Regency in 2024, assuming an error rate (e) = 10%. From this data, the sample size obtained using the Slovin formula is 99 restaurants.

Analysis (Data Collection and Data Analysis)

The instrument used in this study is the Likert scale method, obtained from distributed questionnaires that were completed by respondents. The Likert scale measurement is based on five points, namely: 1 = strongly disagree and 5 = strongly agree. The statements in the questionnaire were based on indicators and sub-indicators for each variable (Table 2).

PLS-SEM analysis begins with data preparation (5-point Likert scale) and hypothesis-based theoretical model building, followed by measurement model evaluation through convergent validity (loading factor > 0.7 , AVE > 0.5) and reliability tests (Composite Reliability > 0.7). Furthermore, the

structural model is tested by bootstrapping to evaluate the significance of path coefficients ($p\text{-value} < 0.05$), predictive power (R^2), and predictive relevance ($Q^2 > 0$). The analysis concludes with a mediation analysis of the consumer behavior variables, as well as reporting results in the form of path coefficients, t-values, and effect sizes (f^2) to answer the research questions.

Table 2. Questionnaire Indicators

Variable	Indicators	Sub Variable
Green Marketing (Zhang & Beirhei, 2022)	GM 1	Our company takes the environment as the premise for all marketing efforts.
	GM 2	Our company uses as many natural products as possible and avoids wasting energy and materials.
	GM 3	Our company applies green advertising and promotional strategies.
Consumer Behavior (Garcia et al.; 2022)	CB 1	Generates positive attitudes toward the brand, green satisfaction, product recommendations, social influence, and purchase intention at green restaurants.
	CB 2	Develops environmental awareness and self-image through green purchasing behavior.
	CB 3	Builds trust, commitment, loyalty, satisfaction, and green experiential value.
Sustainable Bussiness Performance (Zhang & Beirhei, 2022)	BP 1	Revenue growth rate maintains stable growth.
	BP 2	Our company's market share meets company goals.
	BP 3	Our company has high customer satisfaction.

RESULT AND DISCUSSION

Data Analysis Result

Analysis Descriptive

This study examined 99 restaurants as a sample from a total population of 7,142 in Badung Regency. The selection of 99 samples was based on several criteria, namely: (1) Restaurants that have been operating for five years or more, (2) Samples that are willing to provide information related to an overview of business growth, (3) Located in the Badung Regency area, and (4) Have adopted or are currently using green marketing concepts as part of their promotional strategy.

Measurement Model (Validity and Reliability Test)

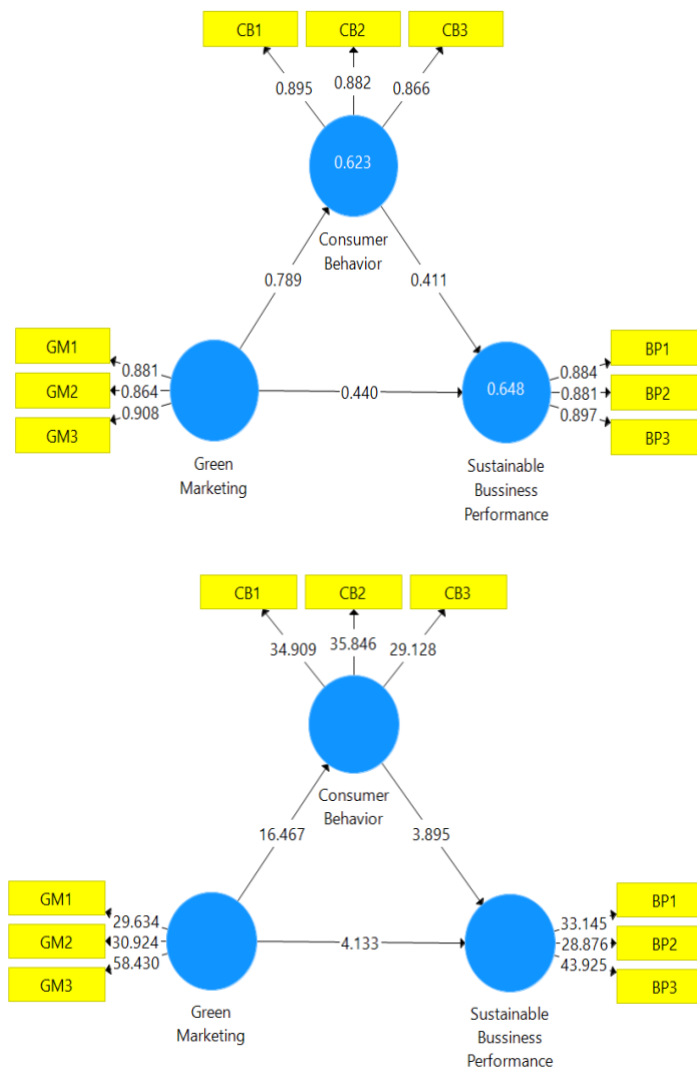
Validity and reliability tests were conducted to ensure that the research instruments meet accurate and consistent measurement criteria. Convergent validity was assessed through factor loading > 0.7 (significant at $p < 0.05$) and Average Variance Extracted (AVE) > 0.5 , indicating that the indicator strongly represents the construct (Hair et al., 2017). Discriminant validity is met if the square root of each construct's AVE is greater than the inter-construct correlation (Fornell & Larcker, 1981).

Meanwhile, reliability was tested using Composite Reliability (CR) > 0.7 and Cronbach's Alpha > 0.7, which indicate internal consistency (Henseler et al., 2015). The results of the validity and reliability tests are presented in Table 3.

Table 3. Validity and Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Consumer Behavior	0.856	0.856	0.912	0.776
Green Marketing	0.861	0.866	0.915	0.782
Sustainable Business Performance	0.865	0.866	0.917	0.787

Structure Model (Path Analysis)



Hypothesis 1: Green Marketing → Consumer Behavior

Green marketing strategies positively and significantly influence consumer behavior. The data support this hypothesis, which shows a significant positive direct effect on consumer behavior ($\beta = 0.789$, $t = 16.467$, $p < 0.000$). These results suggest that more substantial green marketing efforts will result in higher levels of sustainable consumer behavior.

Hypothesis 2: Consumer Behavior → Sustainable Business Performance

Consumer behavior positively and significantly influences sustainable business performance. The data support this hypothesis, which shows a significant positive direct effect on business performance ($\beta = 0.411$, $t = 3.895$, $p < 0.000$). These results suggest consumer awareness and knowledge of green products or services can impact business performance.

Hypothesis 3: Mediation by Consumer Behavior

H3 predicted that consumer behavior mediates the relationship between green marketing and sustainable business performance. The results supported this mediating effect. The data support this hypothesis, which shows a significant positive indirect effect on business performance ($\beta = 0.440$, $t = 4.133$, $p < 0.000$). These results suggest that more substantial green marketing efforts will result in higher levels of sustainable consumer behavior. Mediation by consumer behavior means that green marketing increases consumers' environmental values, which in turn makes consumers act in environmentally conscious ways. This mechanism provides deeper insight into how green marketing improves sustainable business performance.

Discussion

Green Marketing on Consumer Behavior

The results of this study indicate that green marketing strategies have a positive and significant influence on changes in consumer behavior patterns. Green marketing can influence consumers' awareness of caring for the environment through their purchases. This is supported by research conducted by Chen & Chang (2023), namely, effective environmental awareness campaigns make consumers more critical of product choices, shifting preferences from convenience to sustainability. Various green marketing activities carried out by companies, such as green pricing and point exchange systems with product recycling, can change consumer shopping habits. In addition, green marketing strategies can change consumer behavior based on emotional bonds and trust in products that match consumers' values. The emotional bond that occurs between consumers and a product is in accordance with Self-Congruity Theory (Sirgy, 1982), where consumers naturally seek brands that reflect their self-identity. When brands adopt the same values, there is a cognitive fit that triggers reduced cognitive dissonance and increased psychological satisfaction.

Consumer Behavior on Business Performance

The research of this study proves that consumer behavior has a positive and significant influence on sustainable business performance. Consumers with high environmental knowledge and awareness can affect the sustainability of a business. This is in accordance with research conducted by Teista et al. (2011), which reveals that 10–30% of premium prices for sustainable products/services are accepted by consumers

with high environmental awareness. This study analyzed 1,200 consumers in Europe. Green marketing strategies can be a solution to change consumer behavior and help sustainable businesses in the midst of the intense competition that occurs in the culinary business in Badung Regency.

Consumer Behavior Mediating Green Marketing Toward Business Performance

The results of the study show that consumer behavior plays a mediating role in the green marketing towards business performance. Consumer behavior has a positive and significant influence on explaining the influence of green marketing and business performance. The Theory of Planned Behavior supports this statement (Ajzen, 1991), namely, green marketing shapes consumers' attitudes, subjective norms, and perceived behavioral control towards green products, which ultimately influence purchasing decisions. Research conducted by Nielsen (2023) shows that the application of green marketing can strengthen brand trust and increase customer lifetime value (CLV). Consumer behavior is not only an outcome of green marketing, but also a critical lever that transforms sustainability strategies into competitive advantage. Highly competitive restaurant businesses need to systematically map the green customer journey to maximize this mediating effect.

CONCLUSION

This study illustrates the significant relationship between green marketing and business performance by highlighting the important role of consumer behavior as a mediating variable. This research contributes to the study of the purchasing behavior of ecologically oriented consumers by presenting the impact of green marketing strategies on them. Some previous studies, such as those conducted by Ottman et al. (2006) and Polonsky (2011), also confirmed that increasingly environmentally conscious consumers tend to respond positively to green marketing, thus strengthening the link between sustainable strategies and business competitive advantage. These findings strengthen the argument that consumer behavior is a critical factor in mediating the success of green marketing. Therefore, companies are advised to adopt sustainable practices and actively educate and engage consumers, as their behavioral transformation is a key driver of green business success.

Future research can deepen the analysis by exploring other mediating variables, such as brand trust or perceived value, for a more holistic understanding. These findings provide an empirical foundation for future studies on mediating mechanisms in the relationship between green marketing and business performance, while emphasizing the importance of a consumer-driven approach in sustainable marketing strategies.

IMPLICATION/LIMITATION AND SUGGESTIONS

This study has limitations that can potentially be addressed in future research. First, not all respondents, in this case, restaurants in Badung Regency, are willing to provide actual data on their business performance. This can be understood as an effort to maintain the company's goodwill. Research with in-depth observation methods can be a solution for future research. Second, this research is limited to businesses running for 5 years or more. Further research is needed on how green marketing strategies can change consumer behavior in new businesses or those under 5 years old. Finally, this research sample is still limited to businesses engaged in the culinary sector and in Badung. Further research is needed to

determine whether other business sectors can implement green marketing strategies and affect their business continuity. In addition, differences in the level of competition in a region and different consumer behavior characteristics between regions require further in-depth research.

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