

The Role of Innovation, ECSR, and Green Corporate Image in an Integrated Water Supply Company

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| <p>Keywords: Keyword 1: Green Innovation Keyword 2: Environmental Corporate Social Responsibility Keyword 3: Service Innovation Keyword 4: Green Corporate Image Keyword 5: Purchase Intention</p> <p>Article History: Received : February 10, 2025 Revised : March 10, 2025 Accepted : March 28, 2025</p> <p>Cite This Article: Rahayu, A. F., & Wibowo, M. W. (2025). The impact of ECSR and innovation on purchase intentions: The moderating role of green corporate image. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(2), 47–60. doi:http://dx.doi.org/10.22441/indikat.or.v9i2.32917</p> | <p><i>This article investigates how Green Innovation, influence purchase intention under Green Corporate Image as a moderating factor. One hundred thirty-nine procurement experts wishing to interact with services provided by businesses running in the integrated water supply sector in Cilegon, Indonesia gathered data using a methodical survey within a quantitative framework. The analysis concentrated on direct and moderating influences only Service Innovation significantly affects Purchase Intention; Green Innovation and ECSR had no direct influence. On the other hand, Green Corporate Image specifies the relationship between ECSR and Purchase Intention. This underlines how vital a company's environmental image is for building customer trust. Interestingly, Green Corporate Image lessens Purchase, suggesting consumers may have more expectations for companies with strong sustainability claims. These results underline the necessity for companies who care about the environment to ensure that modifications to service are consistent with ongoing green branding in order to keep customer involvement.</i></p> |

INTRODUCTION

Growing knowledge of the ecological effect of corporate operations has driven many businesses to follow more sustainable policies. afterwards the Sustainable Development Goals (SDGs), corporate responsibility has gone from a strategic choice to a basic need. PT XYZ, an integrated water supply provider located in the Cilegon district, is one such firm that has carried out several service improvements and sustainability projects including industrial wastewater treatment and demineralized water delivery. Being a business that obtains raw water from a protected area, it understands the possible environmental effects of its activities and the need of stakeholder involvement in environmental preservation. The business still struggles, nevertheless, in striking a balance between operational creativity and environmental sustainability objectives and harmonizing both with consumer buying desires.

In this framework, ideas like Green Innovation, Environmental Corporate Social Responsibility (ECSR), and Service Innovation have surfaced as vital structures thought to shape customer behavior, especially purchase intention (Chen et al., 2021). Though many businesses find it difficult to convert environmental efforts into real consumer devotion, sustainability programs have been extensively adopted. Although some research have shown favorable impacts of Green Innovation and ECSR on purchasing intention, others have shown no notable effect or influence (Damayanti & Waskito, 2024; Jha, 2022; Sembhodo & Hermawati, 2022). These discrepancies imply that unless reinforced by additional reinforcing elements that foster customer confidence and enhance brand relevance, sustainability-based tactics by themselves might not be enough.

In this sense, Green Corporate Image seems to be a key moderating factor with promise value. Previous research have mostly seen green corporate image as the result of sustainability initiatives rather than a mediating influence on customer decisions (Waris et al., 2024). Still, a major factor in brand loyalty and equity has been the corporate image (Lee & Lee, 2018), but its function in green marketing as a moderator is still underappreciated.

The current study tries to close how much strong Green might enhance—or in some cases, diminish, ECSR, Service Purchase Intentio. Two theoretical frameworks underpin this study: Jointly offering a perspective for examining organizational tactics and customer reactions, Stakeholder Theory and Diffusion of Innovation Theory form two theoretical frameworks supporting this study(Freeman et al., 2010; Rogers, 2003). Stakeholder Theory stresses the requirement of business behavior matching stakeholder expectations, especially those of environmentally aware customers. On the other hand, Diffusion of Innovation Theory clarifies how consumer views of innovation could affect adoption patterns (Min et al., 2019; García-Avilés, 2020).

Concentrating on the integrated water supply industry, this paper seeks to provide useful ideas for businesses trying to match their sustainability plans with consumer expectations. The results are meant to guide the creation of marketing plans for business-to-business (B2B) environments that not only address environmental issues but also enhance consumer involvement as sustainability and service excellence have to go together.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Triple Bottom Line

Holds that a company's responsibility extends beyond profit to include concern for the environment and people. Three pillars are: profit, people, and the earth. Emphasizing the requirement of sustainability, this concept mixes business and public interests. Originating from stakeholder theory, TBL believes that a company's success should be judged by how it affects all individuals, not simply its own employees or consumers (Javed et al., 2020). This includes local society and the government.

Sustainable Development Goals

Elkington (1997) claims the Triple Bottom Line idea mixes elements of economic, social, and environmental sustainability. Originally seen as a moral duty, Corporate Social Responsibility (CSR) has evolved to stress the need of incorporating social and environmental issues into corporate operations using the Triple Bottom Line method. The ESG idea, which is used to properly evaluate a company's performance in environmental, social, and governance elements, has evolved over time as more quantitative evaluation criteria have driven its creation (Jacobs, 2024). The concepts, theories, and underpinnings in this paper back two Sustainable Development Goals (SDGs), specifically SDG 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production), all of which stress environmentally friendly corporate practices.

Stakeholder Theory

Stakeholder Theory (Freeman et al., 2010), company success depends on fulfilling the expectations of several stakeholders, including customers, workers, and environmental campaigners. Businesses include stakeholder issues into their plans in the framework of sustainability usually improve loyalty corporate reputation (Bhattacharya & Korschun, 2008). Emphasizing that businesses should not run just for their own gain but also provide value for all stakeholders, stakeholder theory combines ethics with industry. These include of other interested people, governments, communities, consumers, suppliers, creditors, and

shareholders. Originally presented by Stanford Research Institute in 1963, stakeholders are organizations supporting an organization's survival (Harmoni, 2013).

Diffusion of Innovation (DOI) Theory

Approach taken by Roger, describes how ethical principles and ecologically friendly innovations spread throughout sectors. Doi Theory categorizes adopters as innovators, early adopters, and the majority stressing the role of awareness and perceived benefits in influencing adoption rates (García-Avilés, 2020). According to Min et al. (2019), the Diffusion of Innovation (DOI) theory normally views technology adoption as a multi-stage process encompassing persuasion, information, decision-making, execution, and confirmation.

Purchase Intention

Based on personal opinion and other elements, probability person adopting service or (Ajzen, 1991; Kotler & Keller, 2016). Bianchi et al. (2019) describe Purchase Intention as the consumer's tendency, molded by the impression of how well the product or brand meets their needs, expectations, and ambitions, to choose or buy a product, either as a repeated purchase or an initial decision. Purchase intention shows the consumer's reason for selecting a certain brand. It affects brand attractiveness, which is quite important in shaping customer focus and buying decisions. Saad et al., 2023.

Green Corporate Image

Environmental obligations (Alam & Islam, 2021). According to Deng & Yang (2022), Green Corporate Image is consumers' perception of a brand connected to the environmental commitment and concern of the corporation. Green Corporate Image is how stakeholders perceive (Saran & Shokouhyar, 2023). It demonstrates the company's sustainable operations considering future generations (Bathmanathan & Hironaka, 2016). Companies addressing environmental issues might enhance their image, provide opportunities for new markets, and grow more competitive (Chen, 2008). A strong green image inspires people to get involved in environmental initiatives and back the company, hence allowing (Wang et al., 2018).

This enabling element increases the impact of service innovation and Environmental Corporate Social Responsibility (ECSR) on consumers' buying intentions (Wang et al., 2018). Waris et al. (2024) claim that ECSR is quite important in strengthening the perception of workers as environmentally sensitive. Thinking about Green Corporate Image as a moderating factor emphasizes the importance of more research in this field.

Green Innovation

Green innovations are changed goods, technologies, and systems meant to reduce environmental effect and foster sustainability (Zameer et al., 2020). According to Zameer and Yasmeen (2022), green innovation is the integration of environmentally friendly goods and techniques to promote long-term ecological equilibrium. Green Innovation, as Meidute-Kavaliauskiene et al. (2021), of ecologically aware technologies provide clear benefits. It includes not just product innovation but also significant shifts in company operations, marketing tactics, and procedures. Often, Green Innovation is assessed using two fundamental criteria: green process innovation innovation development.

Studies indicate that businesses using Green Innovation more environmentally aware customers (Zhang et al., 2019). Green Innovation has been found to positively influence Purchase Intention (L. Chen et al., 2021; Zameer & Yasmeen). Eco-innovations, which emphasis environmentally friendly goods and processes, have also demonstrated to greatly affect consumer buying choices (Moslehpour et al., 2023). Furthermore, Putri et al. (2024) emphasize that Gen Z is really interested in environmentally creative goods, so supporting the

good impact of Green Innovation on Purchase Intention. The next tentative hypothesis is based on these figures:

H1: Green Innovation positively influences Purchase Intention.

Environmental Corporate Social Responsibility (ECSR)

Environmental Corporate Social responsibility (ECSR) is the social duty of a company particularly directed at environmental preservation and actions to minimize the harmful influence of its activities. Yasmeen and Zameer. Studies show that ECSR projects build brand loyalty and consumer trust, hence altering buying behavior (Zameer & Yasmeen, 2022). Environmental Corporate Social Responsibility (ECSR) is a kind of CSR that shapes people's view of a company and affects their buying decision. (Arachchi et al., 2023). Some research, therefore, imply that ECSR by itself would not be sufficient to encourage Purchase Intention; additional supporting components like corporate image are thus vital (Gürlek et al., 2017). The second hypothesis is stated dependent on the theoretical explanation and prior actual data presented:

H2: Environmental Corporate Social Responsibility boosts Purchase Intention.

Service Innovation

Service innovation is the process of altering to fit the needs of customers while increasing service quality—including new technologies—Ordanini & Parasuraman, 2011). Technology, organizational structure changes, market behavior, or the launch of new services promote service innovation (Gallouj, 2002). Service innovation reflects a company's desire to offer novel offerings influencing consumer behavior (Chang & Lee, 2020).

Service Innovation is process enhancing services to raise customer pleasure and experience. It can help to drive purchasing intention when in line with sustainable practices (Amoako et al., 2023). Consumers are more inclined to interact with businesses showing a dedication to service enhancements satisfying their demands (Chang & Lee, 2020). Service innovation has also been shown to have a major influence on customer buying decisions (Khairunnisa S. et al., 2022). Thus, the researcher suggests the third hypothesis depending on the preceding justification as follows:

H3: Service Innovation positively influences Purchase Intention.

Green Corporate Image

Growing environmental concerns have recently driven companies to use green technologies to increase consumer purchasing interest. Green innovation is the development of eco-friendly products and processes to attract environmentally conscious consumers (Ahmad et al., 2023). Conversely, by building trust and forming positive customer impressions, a strong Green Corporate Image might improve the link between green innovation and purchase intention (Waris et al., 2024). Drawing on this logic, the fourth hypothesis put out in this paper is as follows:

H4: Green Corporate Image defines the relationship between creative ideas and Pick up Intent.

Environmental Corporate Social Responsibility (ECSR) is creating favorable customer impressions more and more, thus its execution is crucial (Ahmad et al., 2022; Waris et al., 2022). For eco-conscious consumers, a strong green corporate image increases value and may improve the effect of ECSR on their purchase intention (Zhang & Ahmad, 2022). Drawing on this rationale, the fifth hypothesis put out in this paper is as follows:

H5: Green Corporate Image defines the link between ECSR and Purchase Intention.

Service innovation drives purchase intention by improving customer satisfaction through higher service quality and efficiency (Khairunnisa et al., 2022; Truong et al., 2020). Its impact, however, could be more pronounced when combined with a green corporate image as individuals tend more to support environmentally concerned companies (Chang & Lee, 2019;

Truong et al., 2020). Drawing on these results, the sixth hypothesis suggested in this study is as follows:

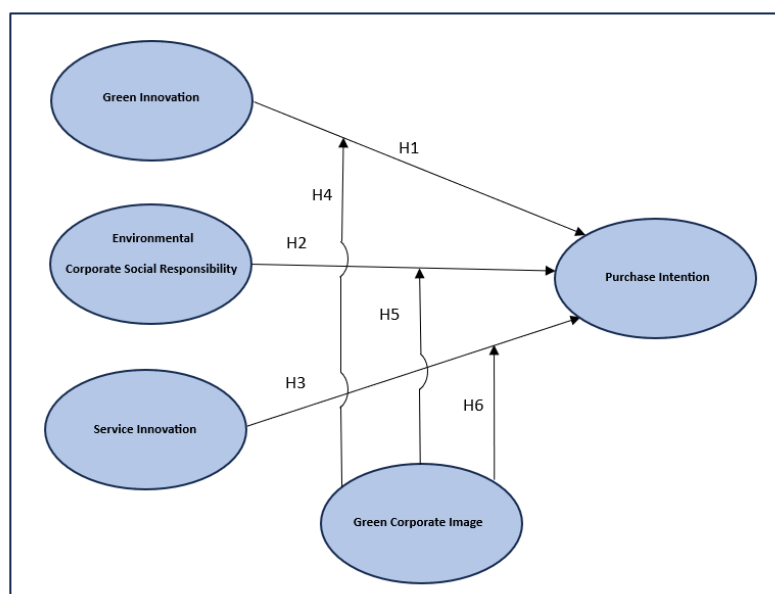
H6: Green Corporate Image shapes the interaction between Service Innovation and Purchase Intention.

Evolution the theories in work based on a solid theoretical and empirical foundation. Stakeholder Theory stresses that businesses should include environmental and social values into their operations so they can meet the expectations of stakeholders—especially customers (Freeman et al., 2010).

The Diffusion of Innovation Theory (Rogers, 2003) makes clear that when viewed as valuable and dependable, new ideas such as Green Innovation and Service Innovation can influence market acceptance. While ECSR is connected to greater trust and loyalty, empirical studies have indicated that Green Innovation can enhance brand differentiation and draw eco-conscious buyers (Chen et al., 2021; Zhang et al., 2019).

Service Innovation improves customer experience and happiness, which is crucial in cutthroat sectors (Gallouj & Savona, 2009; Chang & Lee, 2020). Inconsistencies in earlier results, therefore, point to other factors, like Green Corporate Image, which could have a moderating influence. Thus, this paper adds Green Corporate Image to investigate if it enhances or diminishes the impact of sustainability-related technologies and CSR actions on Purchase Intention in the integrated water supply industry.

Figure 1. Framework



Source : Researcher

Notes : GI = Green Innovation; ECSR = Environmental Corporate Social Responsibility; SI = Service Innovation; GCI = Green Corporate Image; PI = Purchase Intention

RESEARCH METHOD

The current investigation look into the underlying associations among Green Innovation (X1), A descriptive quantitative analysis investigates the effect on Purchase Intention (Y) of Environmental Corporate Social Responsibility (ECSR) (X2) and Service Innovation (X3), as well as the moderating impact of Green Corporate Image (Z) Using a descriptive quantitative approach, this paper explores the causal relationships among environmental innovation (X1), Sustainability Business Social Responsibility (ECSR) (X2), and Service Innovation (X3) on the intention to buy (Y), as well as the moderating impact of Green Corporate Image (Z).

The study population is made up of procurement staff members from industrial enterprises based in the Cilegon region who are directly involved in business-to-business (B2B) purchase choices for industrial water services offered by PT XYZ under a business-to-business (B2B) arrangement. Considering their relevance to the study setting, purposive sampling produced 139 respondents for the sample.

Hair et al. (2022) claim that using the PLS-SEM approach depends on data properties and sample size criteria. Kline (2005) defined a sample size of 100 as small, 100–200 as medium, and over 200 as big. Kline (2016), on the other hand, pointed out that for complicated models with non-normal distributions, a sample size of 200 might not be sufficient. Thus, this exploratory investigation can be deemed sufficient based on a sample of 139.

Using a 7-point Likert scale, a closed-ended questionnaire sent via Google Forms gathered data. Covering five key areas, the study tool was created by modifying indications from prior verified and trustworthy investigations. Green Innovation, ECSR, Service Innovation, Green Corporate Image, and Purchase Intention.

Structural Equation Modeling using the Partial Least Squares (SEM-PLS) technique was performed with SmartPLS 4.0 software for data processing. The study evaluated all three: the exterior model (convergent and discriminant validity, reliability), inner model (R^2 , Q^2 , f^2), and hypothesis testing using path coefficients and p-values. Green Corporate Image's moderating influence was investigated using slope analysis and interaction factors.

This methodological approach was meant to guarantee internal and external validity in the B2B setting of water service provision, therefore supporting PT XYZ's sustainable and innovation-driven strategic goals. The validity of the study results was confirmed even further by instrument reliability and multicollinearity tests.

Table 1. Measuring items sources

| <i>Variables</i> | <i>No. of items</i> | <i>Sources</i> |
|-----------------------|---------------------|-------------------------|
| Green Innovation | 6 | Zameer & Yasmeen (2022) |
| ECSR | 7 | Arachchi, (2023) |
| Service Innovation | 6 | Chang & Lee (2020) |
| Green Corporate Image | 6 | Deng & Yang (2022) |
| Purchase Intention | 6 | Bianchi et al. (2019) |

Source : Collected Data

RESULTS AND DISCUSSION

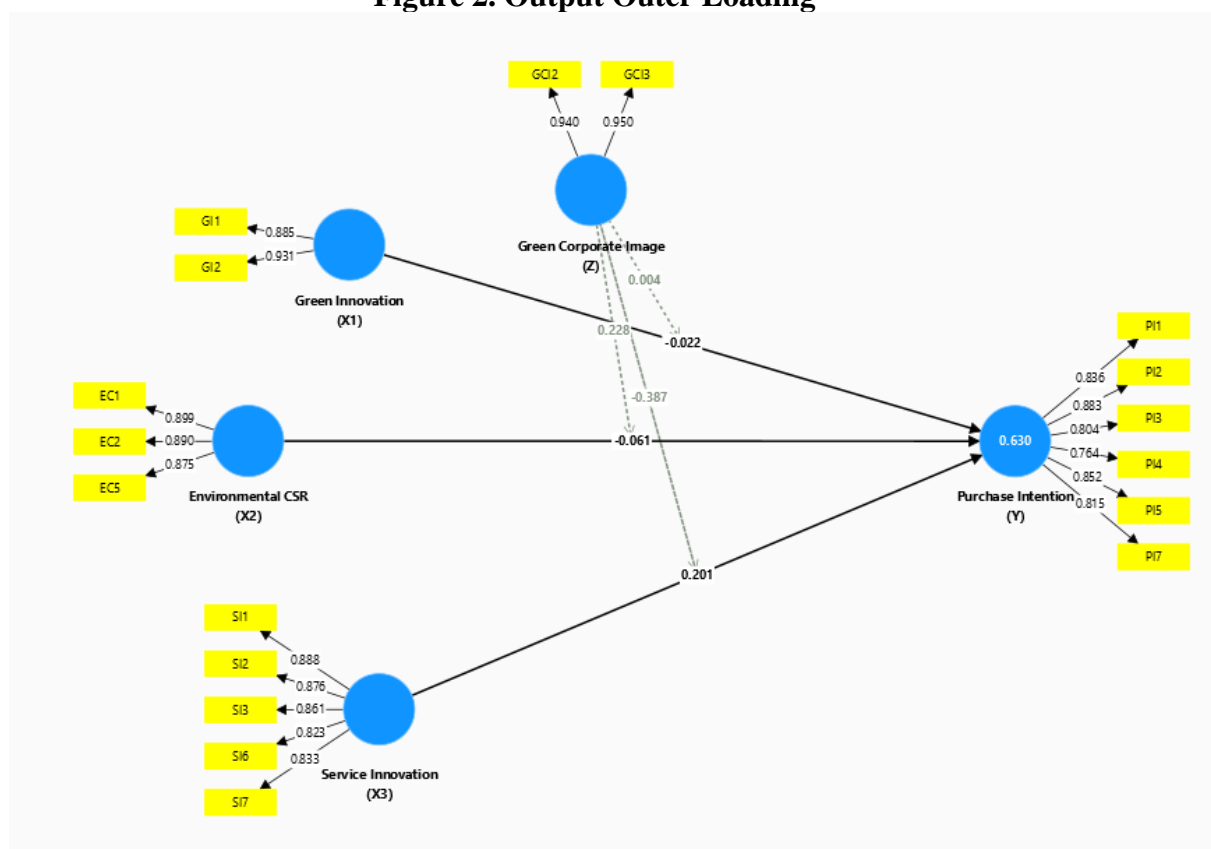
Results

The measurement model was tested and certified using SmartPLS 4.0. Every indicator showed factor loads over 0.7 and AVE values over 0.5, suggesting the constructs account for a notable degree of variance. Each idea was shown to be separate using Fornell-Larcker Criterion, HTMT Ratio (<0.90), and Cross Loadings, hence establishing discriminant validity.

All variables were above 0.7, indicating internal consistency based on Composite Reliability and Cronbach's Alpha.

The structural model was evaluated using R^2 , predictive relevance (Q^2), and effect magnitude (f^2). With a R^2 of 0.630, Purchase Intention explains slightly for Green Innovation, ECSR, Service Innovation, and Green Corporate Image. The predictive relevance test ($Q=0.359$) confirms the model's good predictive power. Effect size (f^2) findings reveal that Green Corporate Image's relationship with ECSR (0.059) and Service Innovation (0.117) and Service Innovation (0.037) substantially influences Purchase Intention. Those findings emphasize the need of service and business environmental policies in influencing buying behavior and support the moderating function of Green company Image.

Figure 2. Output Outer Loading



Source : Author

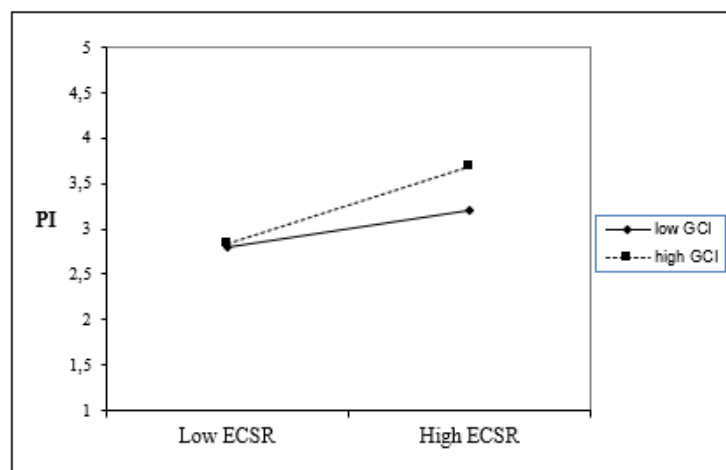
Hypotheses were tested via path analysis and bootstrapping on the inner model. The results indicate that Service Innovation influences Purchase Intention directly ($t = 0.252$, $p = 0.012$); Green Innovation and ECSR have no direct influence. By mitigating ECSR's impact on Purchase Intention, Green Corporate Image ($t = 0.228$, $p = 0.034$) enhances it. On the other side, It reduces the relationship between Service Innovation and Purchase Intention ($t = 3.131$, $p < 0.001$). These findings draw attention to how Green Corporate Image affects consumer choices in industries impacted by sustainability.

Table 2. Hypotheses testing

| Hypotheses | Beta | t-value | p-value | Decision |
|---------------------------------|--------|---------|---------|---------------|
| H1: GI \rightarrow PI | -0.022 | 0.241 | 0.405 | Not Supported |
| H2: ECSR \rightarrow PI | -0.061 | 0.510 | 0.305 | Not Supported |
| H3: SI \rightarrow PI | 0.201 | 2.252 | 0.012 | Supported |
| H4: GCI x GI \rightarrow PI | 0.004 | 0.044 | 0.483 | Not Supported |
| H5: GCI x ECSR \rightarrow PI | 0.228 | 1.832 | 0.034 | Supported |
| H6: GCI x SI \rightarrow PI | -0.387 | 3.131 | 0.001 | Supported |

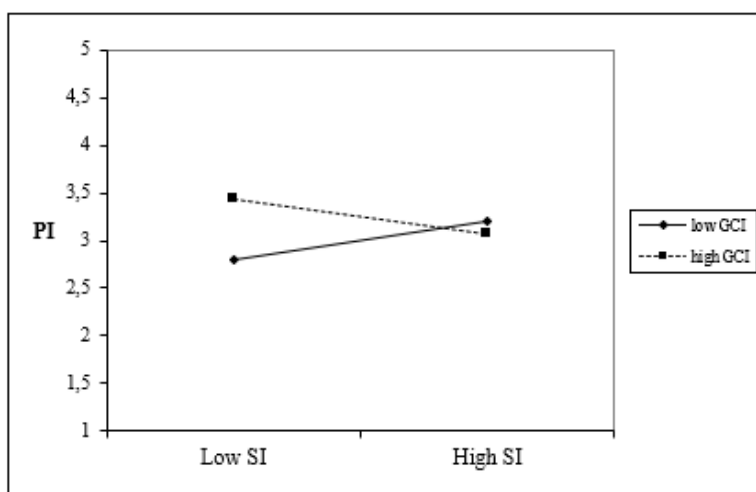
Source : Researcher

Figure 3. Slope Analysis Tesiting of Moderating Effect of GCI on The Relationship between ECSR and PI



Source : Researcher

Figure 4. Slope Analysis Tesiting of Moderating Effect of GCI on The Relationship between SI and PI



Source : Researcher

Discussion

Green Corporate Image is the Purchase Intention produced by Green Innovation combined with Service Innovation and Environmental Corporate Social Responsibility (ECSR). While Green Innovation and ECSR had minimal impact, Service Innovation greatly shaped Purchase Intention.

The rejection of H1 fits the Diffusion of Innovation Theory (Rogers, 2003), which maintains that most consumers are not yet ready to accept green innovation without clear and trialable advantages. Damayanti and Waskito (2024) also observed that while awareness of environmental issues might increase, it does not automatically reflect into purchase intention unless supported by targeted marketing and education. The result also underlines, particularly in energy services, that many B2B customers value environmental characteristics less than operational efficiency and reliability.

H2's rejection underlines also the challenge of converting ECSR programs into patterns of consumer purchase. This is consistent with studies by Jha (2022) and Muid Al Choiri & Nurhadi (2019), which indicated that while ECSR enhances brand image, it would not directly affect purchase intention without emotional connection or genuine customer benefits. Although customers do not see immediate relevance, Stakeholder Theory (Freeman et al., 2010) holds that ECSR must fit with stakeholder values; nonetheless, this alignment by itself may not be adequate.

The produces of this inquiry verified that only Service Innovation really affected the power source intention to purchase (H3 accepted), so supporting preceding research by Chang and Lee (2020), Forcadell et al. (2019), Biswas et al. (2021), and thus suggested that service innovation increases perceived value, customer happiness, and loyalty. Conversely, Green Innovation and ECSR both exhibited slight negative associations with Purchase Intention (H1 and H2 rejected). This suggests that unless backed by clear functional benefits and effective communication, sustainability initiatives could not automatically translate into consumer participation.

The results have revealed some dynamism for the moderating variable, Green Corporate the collection. H4 was removed as Green Corporate Image had no effect on the connection

between Green Innovation and Purchase Intention. This suggests that a business with a strong firm environmental image, little consumer understanding or unclear value proposition of green innovation cannot be countered. This outcome is comparable to that of Deng and Yang (2022), who said that in customer evaluations corporate image cannot take the place of product clarity or performance value.

Given that Green Corporate Image greatly enhanced the link between ECSR and Purchase Intention, H5 was fair. This is consistent with Waris et al. (2024) and Saputri et al. (2024), who discovered that when a company's CSR projects are seen as really ecologically responsible, they have a greater effect on purchase intention. It also supports Social Identity Theory (Tajfel, 1978), which contends that consumers connect to companies reflecting their own ideals.

Interestingly, H6 was also accepted but with a negative moderating the end, claiming that Green Corporate Image diminished the link between Service Innovation and Purchase Intention. This unanticipated result suggests that in companies currently regarded as green, customers may expect more for sustainability in every aspect of service. Any invention that fails to meet these more exacting standards might cause skepticism or apparent conflict. In marketing strategy, this tendency is rather significant as overpromising on green credentials might turn a brand liability if not backed by continuous innovation delivery (Saran & Shokouhyar, 2023).

With R2 of 0.630 and Q2 predictive relevance of 0.359, the model showed moderate explanatory power overall, suggesting that the independent and moderating factors account for a large part of Purchase Intention variation. These results highlight the need of harmonizing branding strategy, CSR, and innovation initiatives.

CONCLUSION

Under the thumbprint of Green Corporate Image, this paper explores how Green Innovation, Environmental Corporate Social Responsibility (ECSR), and Service Innovation shifts Purchase Intention. The findings imply that Green Innovation and ECSR do not directly influence purchase Intention, thereby indicating that sustainability projects by themselves are insufficient to alter customer purchase intentions. Conversely, service innovation has a major beneficial impact that underlines the importance of customer-centric innovation in shaping purchase decisions.

The green commercial color By emphasizing the link between ECSR and Purchase Intention, the image emphasizes the need of good branding in sustainability communication, therefore strengthening the impact of Green Innovation on Purchase Intention. Surprisingly, the player Corporate Image reduces the impact of Service Innovation, implying that people should anticipate more for service improvements from organizations with environmental care.

These results underline the importance of businesses improving customer knowledge and clearly conveying the value of green innovation. Future studies should investigate other mediators or moderators—such as customer trust and perceived value—to better grasp the dynamics of sustainability-driven buying behavior. Furthermore, companies have to strike a balance between their green projects and quality of service, therefore guaranteeing consistency between sustainability goals and client expectations to encourage long-term consumer involvement.

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