



THE MEDIATING ROLE OF GREEN CUSTOMER SATISFACTION IN THE STRATEGY–LOYALTY LINK: EVIDENCE FROM THE MANUFACTURING FIRMS IN NAIROBI CITY COUNTY, KENYA

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Abstract

As sustainability becomes a strategic priority in manufacturing, firms are increasingly adopting Green Marketing (GM) strategies to meet environmental standards and evolving customer expectations. While prior research has explored the direct effects of GM strategies on customer loyalty, the psychological mechanisms that underpin this relationship remain under examined. This study investigates the mediating role of Green Customer Satisfaction in the link between GM strategies and Customer Loyalty among the manufacturing firms in Nairobi City County, Kenya in a Business-to-Business (B2B) context. The study employed a descriptive cross-sectional survey design targeting 258 respondents from a target population of 725 manufacturing firms. Data were collected using a structured questionnaire and an interview guide and analyzed using ordinal logistic regression and mediation analysis. Findings revealed that green customer satisfaction significantly mediates the relationship between GM strategies and customer loyalty ($\beta = 2.488, p = 0.000$), suggesting that customers' perceived fulfillment of

environmental and functional expectations is a key driver of loyalty. While GM strategies alone showed mixed effects, their impact was amplified when satisfaction was high. The study concludes that green customer satisfaction is a key mechanism through which GM strategies translate into sustained customer loyalty. It recommends that manufacturing firms prioritize customer-centered sustainability initiatives, including transparent communication, product reliability, and post-purchase engagement, to enhance satisfaction and foster long-term loyalty. These insights offer practical guidance for managers and policymakers seeking to strengthen green market competitiveness through strategic alignment and customer experience in B2B contexts.

Keywords: Green Marketing Strategies; Green Customer Satisfaction; Customer Loyalty; Sustainable Manufacturing; Mediation Analysis; Ordinal Logistic Regression; Manufacturing Firms; Business-to-Business; B2B

INTRODUCTION

The global shift toward sustainability has redefined how firms approach marketing, production, and customer engagement. As environmental concerns such as climate change, pollution, and resource depletion intensify, businesses are increasingly expected to align their operations with ecological values. Green marketing (GM) has emerged as a strategic response, enabling firms to integrate environmental considerations into product development, pricing, promotion, and branding (Majeed et al., 2022; Nguyen et al., 2025). These strategies are not only instrumental in mitigating environmental harm but also in cultivating long-term customer relationships grounded in shared sustainability values. While GM adoption has gained momentum in Business-to-Consumer (B2C) markets, its application in Business-to-Business (B2B) contexts remains underexplored, despite the sector's substantial environmental footprint. B2B firms, ranging from manufacturers and wholesalers to institutional buyers, consume massive resources and contribute significantly to industrial pollution (Achuora, 2018; Kapitan et al., 2019). Yet, the potential of GM strategies to influence purchasing behavior and foster loyalty in B2B settings has received limited empirical attention. This gap is particularly evident in emerging economies, where sustainability transitions are still evolving. Central to the effectiveness of GM strategies is green customer satisfaction, a construct that captures the extent to which customers' environmental expectations and values are fulfilled through their interactions with a firm.

In B2B markets, satisfaction is not merely transactional; it reflects deeper trust in a supplier's environmental performance and commitment to sustainable practices (Gelderman et

al., 2021; Wong *et al.*, 2023). Satisfied customers are more likely to engage in repeat business, recommend suppliers, and form enduring partnerships, especially when sustainability is rooted in their own organizational goals. Green customer loyalty (GCL), defined as the consistent preference for environmentally responsible brands, is a key outcome of successful GM implementation. In B2B contexts, GCL reflects not only satisfaction but also strategic alignment, ethical commitment, and long-term value creation (Chen *et al.*, 2015; Liu *et al.*, 2025). However, the pathway from GM strategies to loyalty is complex and often mediated by psychological factors such as satisfaction, trust, and perceived value. This study investigates the mediating role of green customer satisfaction in the relationship between GM strategies and green customer loyalty among manufacturing firms in Nairobi City County. It adopts four GM strategy indicators namely green product quality, green price, green promotion, and green corporate image and satisfaction metrics validated in prior literature (Konuk, 2018; Gelderman *et al.*, 2021; Nzomo *et al.*, 2023). By focusing on the B2B market, the study addresses a critical gap in sustainable marketing research and offers actionable insights for firms seeking to enhance loyalty through environmentally responsible practices.

Overview of the Manufacturing Sector in Kenya

Kenya's manufacturing sector plays an essential role in driving industrialization, employment, and economic growth, and is central to the country's long-term development agenda as outlined in Vision 2030. The sector is expected to contribute to a sustained annual GDP growth rate of 10 percent through enhanced productivity, innovation, and value addition (GoK, 2007). Its potential for wealth creation, poverty reduction, and technological advancement positions it as a cornerstone of Kenya's socio-economic transformation. Despite its economic significance, the sector faces increasing monitoring over its environmental footprint. Traditional manufacturing practices have been linked to air, water, and soil pollution, raising concerns about sustainability and public health (WHO, 2004). In response, national policy frameworks have increasingly emphasized the need for cleaner production methods and environmentally responsible business models.

According to the Kenya Association of Manufacturers (KAM, 2022), Kenya hosts 1,173 registered manufacturing firms across 14 subsectors. Nairobi City County accounts for 62 percent of these firms, making it the hub of industrial activity and the epicenter for environmental challenges. The high concentration of firms in Nairobi has led to increased pressure on natural resources and urban infrastructure, necessitating urgent adoption of green marketing strategies and sustainability-focused reforms. This study focuses on manufacturing firms within Nairobi City County due to their strategic importance and environmental impact. By examining how

green marketing strategies influence customer loyalty through green customer satisfaction, the study contributes to ongoing efforts to align industrial growth with environmental sustainability in Kenya's most industrialized city.

Problem Statement

As environmental sustainability becomes a strategic priority for businesses worldwide, manufacturing firms are increasingly adopting green marketing (GM) strategies to meet consumer expectations and reduce ecological impact. These strategies, ranging from eco-conscious product design to ethical promotion and sustainable pricing, are intended to foster stronger customer relationships and brand loyalty (Majeed *et al.*, 2022; Nguyen *et al.*, 2025). However, the effectiveness of GM strategies in driving customer loyalty remains inconsistent, particularly in business-to-business (B2B) contexts where purchasing decisions are complex and often influenced by organizational values and long-term strategic goals. In Kenya, the manufacturing sector plays a critical role in economic development, yet it also contributes significantly to environmental degradation due to traditional production practices (WHO, 2004; KAM, 2022). Nairobi City County, which hosts the majority of the country's manufacturing firms, faces mounting pressure to adopt sustainable practices that align with both market demands and environmental imperatives. While green marketing adoption is growing, there is limited empirical evidence on how these strategies translate into customer loyalty within B2B relationships.

Existing literature has mainly focused on GM strategies in business-to-consumer (B2C) markets, often overlooking the unique dynamics of B2B interactions (Chan *et al.*, 2012; Martinez, 2015; Suki, 2017). Moreover, although customer satisfaction is widely acknowledged as a key driver of loyalty, its role as a mediating variable in the GM–loyalty relationship has received little attention. Without a clear understanding of this mediating mechanism, firms risk implementing sustainability initiatives that fail to generate meaningful customer engagement or long-term loyalty. This study addresses this gap by examining how green customer satisfaction mediates the relationship between green marketing strategies and customer loyalty among manufacturing firms in Nairobi City County. By focusing on the B2B context, the study contributes to the growing body of literature on sustainable marketing and offers practical insights for firms seeking to enhance customer retention through environmentally responsible practices.

Objective of the study

The objective of this study was to examine the mediating role of Green Customer Satisfaction on the relationship between Green Marketing Strategies and customer Loyalty.

THEORETICAL FOUNDATION

This study is anchored on two key theories namely Diffusion of Innovation Theory and the Expectancy-Disconfirmation Paradigm which together provide a robust framework for understanding the relationship between green marketing strategies, green customer satisfaction, and customer loyalty in the manufacturing sector in the B2B context.

Diffusion of Innovation Theory

Proposed by Rogers (1962), the Diffusion of Innovation Theory explains the pattern and speed at which new ideas, practices, and products spread through a population. In the context of green marketing, innovations such as eco-friendly products, sustainable services, and green processes represent strategic shifts that firms adopt to meet environmental and market demands. The theory is particularly relevant to B2B green marketing strategies, as it guides how firms can accelerate the adoption of green innovations to gain competitive advantage and contribute to ecological sustainability (Vaccaro, 2009). GM strategies in B2B settings can be categorized into two orientations: reactive and proactive (McDaniel & Rylander, 1993; Vaccaro, 2009). Reactive strategies are compliance-driven, resource-light, and short-term in focus, often aimed at minimizing environmental harm through eco-efficiency (A. J. W. Chen et al., 2008). Proactive strategies, on the other hand, are innovation-driven, resource-intensive, and long-term oriented. They reflect deep organizational commitment, involve top management, and address the “triple bottom line” of economic, social, and ecological sustainability (Elkington, 1997; Peattie & Crane, 2005).

Vaccaro (2009) identified seven strategic areas such as marketing research, production, product, distribution, pricing, promotion and partnerships where proactive green marketing strategies align with Diffusion of Innovation characteristics such as relative advantage, compatibility, and observability. These characteristics enhance the likelihood of adoption and contribute to outcomes like improved corporate reputation, stakeholder satisfaction, and brand loyalty. In this study, Diffusion of Innovation Theory is adopted to explain how the strategic orientation of GM strategies influences the adoption of green innovations and ultimately affects customer loyalty. The theory provides a lens for understanding how firms can design and implement green strategies that resonate with customer values and expectations, thereby fostering long-term loyalty.

Expectancy-Disconfirmation Paradigm

The Expectancy-Disconfirmation Paradigm (EDP), developed by Oliver (1980), is a foundational framework for assessing customer satisfaction and its impact on loyalty. According

to EDP, customers form expectations prior to purchase and evaluate product or service performance against these expectations. Satisfaction arises when performance meets or exceeds expectations (confirmation or positive disconfirmation), while dissatisfaction results from unmet expectations (negative disconfirmation). In B2B contexts, green customer satisfaction is shaped by how well green marketing strategies align with buyers' environmental values, performance standards, and ethical expectations. Positive disconfirmation, where green initiatives exceed expectations, enhances satisfaction and strengthens behavioral intentions such as repeat purchases and advocacy (Oliver & DeSarbo, 1988; Curtis, 2009).

Satisfaction is widely recognized as a key driver of customer loyalty. It influences trust, commitment, involvement, and word-of-mouth behavior (Dick & Basu, 1994). In the context of green marketing, satisfaction derived from credible and impactful environmental practices leads to stronger brand attachment and long-term loyalty (Oliver, 1999; Heitmann *et al.*, 2007). This study applies EDP to conceptualize green customer satisfaction as a mediating variable between GM strategies and customer loyalty. The theory helps explain how the perceived value and performance of green initiatives influence satisfaction levels, which in turn determine loyalty outcomes. By integrating EDP, the study captures the emotional and evaluative dimensions of customer responses to green marketing in B2B manufacturing.

EMPIRICAL LITERATURE REVIEW

Recent empirical studies have explored the mediating role of green customer satisfaction in the relationship between green marketing (GM) strategies and customer loyalty. While a positive association is often reported, findings remain fragmented and context-dependent, revealing partial relationships that warrant deeper investigation. For instance, Wong *et al.* (2023), in a study conducted in Hong Kong, found a significant positive link between consumer satisfaction and loyalty. However, while green product quality, corporate image, and trust were positively correlated with green customer satisfaction, they did not significantly influence customer loyalty. This suggests that satisfaction alone may not fully translate into loyalty unless reinforced by other strategic factors. In contrast, Creignou and Nuangjamnong (2022) examined the impact of green product quality and price on customer satisfaction and loyalty within Thailand's fashion industry. Their findings revealed a significant influence of both variables on green customer satisfaction and loyalty, contradicting Wong *et al.* (2023) and highlighting the variability of outcomes across sectors and regions.

Sarko and Sukawati (2021) extended their study to the fast-food sector in Indonesia, analyzing the effects of green product quality, brand image, and customer satisfaction on loyalty among KFC customers. All three variables were found to significantly and positively influence

customer loyalty, reinforcing the notion that GM strategies can be effective when tailored to specific consumer contexts. Similarly, Çavusoglu *et al.* (2020) investigated green hotels in Turkey and found that green customer satisfaction significantly affected customer loyalty, aligning with Chrisjatmiko (2018), whose study in Indonesia also confirmed a positive satisfaction–loyalty relationship. Notably, both studies omitted key GM strategies such as green product quality and price, limiting their explanatory power and generalizability. These studies emphasize the complexity and contextual nature of the GM–satisfaction–loyalty relationship. The inconsistencies across sectors and geographies point to a critical gap, which is, the need for empirical validation in a B2B manufacturing context, particularly within emerging economies like Kenya. This study addresses that gap by examining how green customer satisfaction intervenes in the relationship between GM strategies and customer loyalty among Kenyan manufacturing firms, offering fresh insights into a largely underexplored relationship area.

MATERIALS AND METHODS

Research Design

This study employed a descriptive cross-sectional survey design, appropriate for examining relationships among variables at a single point in time without inferring causality. The design was selected to assess how green customer satisfaction mediates the relationship between green marketing strategies and customer loyalty in the Manufacturing sector in Nairobi. This approach enabled the profiling of firm-level sustainability practices and customer perceptions, while supporting statistical testing of mediation effects (Creswell, 2014).

Study Population and Sampling Frame

The target population comprised 725 manufacturing firms operating in Nairobi City County, as listed in the *Kenya Manufacturers and Exporters Directory (2021–2022)*. These firms were selected due to their environmental impact and relevance to green marketing initiatives. The unit of analysis was the firm, with data collected from designated officers knowledgeable about customer engagement and sustainability practices.

Sampling Technique and Sample Size

A stratified random sampling technique was used to ensure representation across the 14 manufacturing sub-sectors. Within each stratum, firms were selected using systematic sampling, with a sampling interval of three (3). This ensured proportional representation and minimized selection bias. The sample size was determined using Taro Yamane's (1967) formula at a 95% confidence level and 5% margin of error, yielding a final sample of 258 firms:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size

N = Population size

e = level of precision desired $\implies e = 1 - \text{Confidence level}$

Hence,

$$n = \frac{725}{1 + 725(0.05)^2} = 257.82361$$

$$n = 258$$

Data Collection Instruments

Primary data were collected using a semi-structured questionnaire adapted from validated studies and tailored to the Kenyan manufacturing context. Items were measured using a 5-point Likert scale. Green marketing strategies were rated from 1 = *Not at all* to 5 = *Very large extent*, while satisfaction and loyalty constructs used 1 = *Strongly disagree* to 5 = *Strongly agree*.

Data Collection Procedure

Questionnaires were administered via email, drop-and-pick, and on-site visits. Follow-up calls and emails were used to enhance response rates. Two trained research assistants supported the process, and ethical protocols were observed, including informed consent and confidentiality. Authorization was obtained from NACOSTI, and an introduction letter from Machakos University was used to validate the researcher's affiliation.

Data Analysis: Data were cleaned and analyzed using SPSS, following a four-step mediation testing procedure based on the framework proposed by (Baron and Kenny (1986). The objective was to determine whether green customer satisfaction mediates the relationship between green marketing strategies and customer loyalty among manufacturing firms in Nairobi City County. The analysis involved a series of ordinal regression models, each designed to test a specific condition for mediation. The significance of regression coefficients was examined at each step to assess the strength and direction of relationships among the study variables. Model 1 tested the direct effect of green marketing strategies (GM) on customer loyalty (CL); Model 2 assessed the effect of GM on green customer satisfaction (CS); Model 3 examined the effect of CS on CL; and Model 4 included both GM and CS as predictors of CL to determine whether CS mediates the GM–CL relationship.

RESULTS AND DISCUSSION

Response Rate

Of the 258 questionnaires distributed, 185 were returned, yielding a response rate of 71.7%. According to Richardson (2005), a response rate exceeding 60% is considered fairly good, while one above 70% is deemed very good. Similarly, Rubin and Babbie (2016) assert that response rates of 50% are acceptable, 60% are good, and over 70% are very good. Based on these benchmarks, the study's response rate is considered very good and satisfactory, providing a solid foundation for drawing viable conclusions from the data.

The Mediating role of Green Customer Satisfaction on the Relationship between Green Marketing Strategies and Customer Loyalty

To test Hypothesis (H_0), the study employed the mediation framework proposed by Baron and Kenny (1986), using a four-step path analysis to determine whether green customer satisfaction plays an intervening role in the relationship between green marketing strategies and customer loyalty. The analysis was conducted using ordinal regression models, with each step designed to assess the conditions necessary for establishing mediation. In the first step, green marketing strategies were entered as the independent variable, and customer loyalty was treated as the dependent variable. The results are summarized in Table 2 as shown.

Table 2: Parameter Estimates for Model 1

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Customer loyalty = 3.00	-1.220	1.327	.846	1	0.358	-3.820	1.380
Customer loyalty = 4.00	2.740	1.248	4.822	1	0.028	0.294	5.186
Green marketing strategies	0.722	0.305	5.604	1	0.018	0.124	1.320

The results, summarized in Table 2, revealed that green marketing strategies had a positive and statistically significant direct effect on customer loyalty ($\beta = 0.722$, $p = 0.018$). This finding suggests that as firms increase their adoption of green marketing practices such as eco-friendly product design, sustainable pricing, and environmental branding, customer loyalty tends to increase. This satisfies the first condition for mediation, confirming that green marketing strategies are a significant predictor of customer loyalty.

In the second step of the path analysis, the study examined the effect of green marketing strategies on green customer satisfaction. Green marketing strategies were entered as the independent variable, while customer satisfaction was treated as the dependent variable. This step aimed to determine whether firms' environmental marketing efforts such as sustainable product design, ethical pricing, and green promotion significantly influence how satisfied customers feel about their engagement with the firm. The results are presented in Table 3.

Table 3: Parameter Estimates for Model 2

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Customer Satisfaction = 2.00	6.905	1.526	20.466	1	.000	3.913	9.896
Customer Satisfaction = 3.00	9.052	1.549	34.136	1	.000	6.016	12.089
Customer Satisfaction = 4.00	13.420	1.792	56.096	1	.000	9.908	16.932
Green marketing strategies	3.184	.435	53.487	1	.000	2.331	4.037

The results presented in Table 3, revealed a strong and highly significant positive relationship between green marketing strategies and customer satisfaction ($\beta = 3.184$, $p = 0.000$). This finding indicates that customers respond favorably when firms demonstrate a clear commitment to environmental values. It suggests that green marketing initiatives not only enhance brand perception but also contribute meaningfully to customer satisfaction by aligning with clients' expectations for sustainability and ethical business conduct. This outcome satisfies the second condition for mediation, confirming that green marketing strategies are a significant predictor of green customer satisfaction.

The third step of the path analysis focused on estimating the relationship between green customer satisfaction and customer loyalty. In this model, customer satisfaction was entered as the independent variable, while customer loyalty served as the dependent variable. This step was testing whether the satisfaction derived from firms' green marketing efforts translates into sustained customer commitment and repeat purchasing behavior. Table 4 summarizes the results as shown.

Table 4: Parameter Estimates for Model 3

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Customer loyalty = 3.00	3.822	1.243	9.459	1	.002	1.387	6.258
Customer loyalty = 4.00	8.674	1.344	41.639	1	.000	6.039	11.308
Customer Satisfaction	2.041	0.310	43.441	1	.000	1.434	2.648

The results, summarized in Table 4, confirmed that green customer satisfaction had a positive and statistically significant influence on customer loyalty ($\beta = 2.041$, $p = 0.000$). This finding aligns with theoretical expectations and reinforces the central role of satisfaction in shaping long-term business relationships. It suggests that when customers are satisfied with a firm's environmental performance and product value, they are more likely to remain loyal, advocate for the brand, and continue engaging with the firm over time. This outcome satisfies the third condition for mediation, establishing that green customer satisfaction is a significant predictor of customer loyalty. It further validates the relevance of the Expectancy Disconfirmation Paradigm, which posits that satisfaction is a key antecedent to loyalty in both consumer and business markets.

In the final step of the path analysis, the study assessed the presence of mediation by estimating a model in which both green marketing strategies and green customer satisfaction were simultaneously entered as predictors of customer loyalty. This step was critical in determining whether customer satisfaction acts as a mediating variable that influences the strength and direction of the relationship between green marketing strategies and loyalty. The results were as presented in Table 5.

Table 5: Parameter Estimates for Model 4

	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Customer loyalty = 3.00	2.213	1.447	2.339	1	.126	-.623	5.050
Customer loyalty = 4.00	6.970	1.528	20.822	1	.000	3.977	9.964
Customer Satisfaction	2.488	.396	39.447	1	.000	1.712	3.264
Green marketing strategies	0.887	.434	4.183	1	.041	-1.738	-.037

The results presented in Table 5, indicated that both predictors remained statistically significant. Specifically, green customer satisfaction had a strong and significant effect on customer loyalty ($\beta = 2.488$, $p = 0.000$), while green marketing strategies also retained significance, though with a reduced coefficient ($\beta = 0.887$, $p = 0.041$). The slight decline in the effect size of green marketing strategies, compared to its value in the initial model, suggests that part of its influence on customer loyalty is transmitted through customer satisfaction. This outcome confirms the presence of partial mediation, meaning that while green marketing strategies directly affect customer loyalty, their impact is significantly enhanced when customers are satisfied with the environmental value and product performance delivered. The continued significance of both variables underscores the importance of strategic green initiatives and customer-centered satisfaction in fostering loyalty.

Content Analysis

To complement the quantitative findings and deepen the understanding of B2B customer perceptions, a qualitative content analysis was conducted using open-ended responses collected from firms across the 14 manufacturing and service sub-sectors in Nairobi City County. These responses addressed core constructs of the study namely green marketing strategies (including green product quality, green pricing, green promotion and corporate image), green customer satisfaction, and customer loyalty, offering a rich contextual layer to the statistical results. The analysis followed the thematic framework proposed by Braun and Clarke (2006), which provided a systematic approach to identifying, analyzing, and reporting patterns within qualitative data. The process began with familiarization, where the researcher immersed herself in the responses through repeated reading, allowing initial observations to emerge organically. This was followed by the generation of initial codes, where meaningful phrases and expressions were extracted and labeled to capture their underlying significance.

Subsequently, related codes were clustered into broader thematic categories aligned with the study's objectives. These themes were reviewed and refined to ensure coherence and relevance, and then interpreted in light of the conceptual framework guiding the research. Finally, the emergent themes were compared with the quantitative findings and existing literature to draw meaningful conclusions and support methodological triangulation. This rigorous approach enhanced the credibility of the findings and provided nuanced insights into how green marketing strategies are perceived and operationalized within Kenya's manufacturing sector. It also illuminated the role of green customer satisfaction as a relational and experiential construct—one that not only reflects product performance and environmental value but also serves as a bridge to long-term customer loyalty.

The qualitative findings revealed that green customer satisfaction plays a pivotal intervening role in the relationship between green marketing strategies, particularly green product quality and green pricing, and customer loyalty. Respondents consistently emphasized that satisfaction is not merely a reaction to product performance or environmental value, but a critical link that transforms positive perceptions into enduring loyalty. One respondent from the Timber, Wood & Furniture sector remarked, *“Continuous and increased satisfaction leads customers to continue buying a company’s products because the customers believe that the company is promoting a healthy living environment.”* This perspective highlights how satisfaction is tied not only to product utility but also to the perceived environmental integrity of the firm. Similarly, a participant from the Textile & Apparel sector observed, *“Satisfying customers’ needs consistently gives a customer a reason to buy products from a given supplier on a repeat basis.”* These reflections underscore the role of satisfaction as a relational bridge, connecting green marketing efforts to sustained customer commitment, especially when customers feel their environmental values are being respected and fulfilled.

These insights are consistent with the quantitative findings of the study, which confirmed that green customer satisfaction significantly mediates the relationship between green marketing strategies and customer loyalty. They also align with prior research by Sarko and Sukawati (2021), who found that green product quality, brand image, and customer satisfaction all had a positive and significant effect on loyalty. Similarly, Çavusoglu *et al.* (2020) reported that green customer satisfaction positively influenced loyalty in the context of green hotels in Turkey. Table 6 presents the emerging themes on Green Customer Satisfaction and Customer Loyalty.

Table 6: Emerging Themes on Green Customer Satisfaction and Loyalty

Theme	Description
Satisfaction-to-Loyalty Pathway	Consistent satisfaction leads to repeat purchases and advocacy
Value Alignment	Satisfaction is reinforced when customers’ environmental values are met
Emotional Connection	Green satisfaction fosters emotional loyalty and long-term relationships

These findings also contrast with studies such as Wong *et al.* (2023), which found that while green product quality, corporate image, and trust were significantly correlated with customer satisfaction, they did not significantly affect loyalty. This divergence highlights the importance of context, particularly the distinction between business-to-consumer (B2C) and business-to-business (B2B) environments. The current study contributes to this dialogue by demonstrating

that in the Kenyan manufacturing sector, green customer satisfaction serves as a crucial mechanism through which green marketing strategies translate into customer loyalty. Ultimately, when customers are satisfied not only with the functional attributes of green products but also with the firm's commitment to sustainability, they are more likely to remain loyal and advocate for the brand. This reinforces the importance of customer-centric sustainability practices and positions satisfaction as a strategic pillar for building long-term loyalty.

CONCLUSION

This study concluded that green customer satisfaction plays a significant mediating role in the relationship between green marketing strategies and customer loyalty among manufacturing firms in Nairobi City County. The findings revealed that while green marketing strategies such as product quality, pricing and promotion positively influence customer loyalty, their impact is significantly enhanced when customers are genuinely satisfied with the environmental value and product performance delivered. The mediation analysis confirmed that satisfaction acts as a critical link between strategic marketing efforts and long-term customer commitment. Customers become loyal not merely because green strategies exist, but because those strategies meet their expectations and reinforce their environmental values. Satisfaction transforms transactional interactions into enduring relationships, making it a strategic pillar for loyalty in sustainability-focused markets. Qualitative insights supported this conclusion, with respondents emphasizing that satisfaction arises when firms demonstrate consistency, credibility, and alignment between their green promises and actual delivery. Satisfaction was described as the emotional and ethical anchor that drives repeat purchases, advocacy, and brand attachment.

RECOMMENDATIONS

Based on the study's findings, the following recommendations are proposed to strengthen the mediating role of green customer satisfaction and enhance customer loyalty in Kenya's manufacturing sector:

- (i) Prioritize Satisfaction as a Strategic Outcome:** Manufacturing firms should treat green customer satisfaction as a core performance metric. This involves designing green marketing strategies that are not only environmentally sound but also aligned with customer expectations and values.
- (ii) Implement Feedback and Monitoring Systems:** Firms should establish structured mechanisms for tracking customer satisfaction, including post-purchase surveys,

feedback platforms, and satisfaction audits focused on green product and service experiences.

- (iii) Align Green Initiatives with Customer Expectations:** Sustainability efforts must be customer-centric. Firms should ensure that green product features, pricing, and messaging reflect what customers value most, whether it's eco-efficiency, ethical sourcing, or health-conscious design.
- (iv) Develop Loyalty Programs Based on Satisfaction Insights:** Customer experience teams should design loyalty programs that reward satisfaction-driven behaviors, such as repeat purchases of green products or referrals based on environmental credibility.
- (v) Encourage Sector-Wide Benchmarking and Collaboration:** Industry associations and regulatory bodies should facilitate benchmarking of satisfaction metrics across firms and promote collaborative learning to improve green marketing effectiveness and customer retention.

LIMITATIONS AND FUTURE RESEARCH

This study is limited to manufacturing firms within Nairobi City County, which may affect the generalizability of findings to other regions or sectors. Additionally, the cross-sectional design restricts causal interpretations. Future research could explore longitudinal approaches and broader geographic scopes to validate and extend these insights. Further research should also explore how green customer satisfaction interacts with other variables such as green trust or regulatory compliance to influence loyalty across different sectors and regions in Kenya.

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