

Green Supply Chain Transformation and Its Impact on Environmental Performance in Semarang's Culinary and Fashion SMEs

Saptianing¹

¹Semarang State Polytechnic, Indonesia

Andi Setiawan²

²Semarang State Polytechnic, Indonesia

Suwardi³

³Semarang State Polytechnic, Indonesia

Nanang Adie Setyawan⁴

⁴Semarang State Polytechnic, Indonesia

Corresponding Author: nanangadie@polines.ac.id

Abstract

Environmental concerns have become increasingly prominent, as numerous phenomena underscore the critical relationship between human sustainability and environmental preservation. This awareness has extended into the business sector, where consumers now expect companies to implement environmentally responsible strategies, especially amid growing health and ecological concerns. This study investigates the impact of transforming Green Supply Chain Management (GSCM) practices on the environmental performance of culinary and fashion MSMEs in Semarang City. Using purposive sampling, data were collected from 100 respondents representing local MSMEs. The research employed two analytical approaches within the Structural Equation Modeling (SEM) framework: Confirmatory Factor Analysis and Regression Weight Analysis. The findings reveal that the implementation of GSCM positively influences environmental performance and contributes to the long-term sustainability of MSME operations. This study offers practical implications for local MSMEs to integrate green practices into their supply chains while enhancing business continuity. Furthermore, the results provide valuable insights for local government authorities to develop supportive policies and programs that encourage sustainable business practices. Overall, this research highlights the strategic importance of GSCM as a tool for improving environmental performance and maintaining competitiveness in a globalized economy.

Keywords: Green Supply Chain Management, Environmental Performance, Strategic orientation, Government regulation



INTRODUCTION

The development of the business industry is currently increasingly tight due to globalization and the rapid development of information technology. Competition between business actors is getting tighter, business actors are expected to be able to increase their competitive advantage, including by increasing integration and exchange of information between organizations and effective business processes along the supply chain using Supply Chain Management (SCM). SCM is a method for managing the flow of products, information, and money involving various parties from upstream to downstream consisting of suppliers, factories, and distribution networks and logistics services (Antin Rakhmawati, et al., 2019).

Increasing challenges and pressures in economic and environmental competition require business actors to consider and implement the use of Green Supply Chain Management. This is not only intended to maintain environmental sustainability but also to increase economic benefits for business actors. Environmental issues are also one of the topics of discussion for business actors, this is caused by the increasing public awareness of environmentally friendly products. With public awareness, it encourages business actors to implement environmentally friendly concepts in their businesses, therefore the environmentally friendly concept or Green Supply Chain Management cannot be underestimated by business actors (Chu, 2017).

Increasing industrialization and globalization create more opportunities for industry but simultaneously increase the burden on the environment. Environmental impacts occur at all stages of a product's life cycle from resource extraction to manufacturing, reuse, recycling and disposal (Zhu et al., 2007). Green Supply Chain Management practices including green purchasing, green manufacturing, materials management, green distribution/marketing and reverse logistics refer to the involvement of

Environmental thinking into supply chain management from raw material extraction to product design, manufacturing processes, delivery of final products to consumers and end-of-life management (Srivastava, 2007). Therefore GSCM has emerged as an effective approach to reduce environmental risks and environmental burdens in manufacturing and disposal and increase profits and competitive advantage (Van Hock and Erasmus, 2000).

The increase in business activities in addition to increasing profits for companies and the country's economy also has an impact on several losses such as increasing waste, pollution and other contamination of the environment. so that the priority issues of the environment in the Central Java Province are determined as follows:

- Deterioration of Water Quality



- Waste and B3 Waste Management
- Climate Change
- Land Use Change and Land Degradation
- Coastal Area Management

One of the business sectors that really needs handling regarding environmental impacts is the Semarang Batik business actor, where in its production the use of chemicals is unavoidable, especially when MSMEs gather, so that it has a high contribution to environmental pollution which causes low environmental performance. This study aims to test and further explore the environmental impacts contributed by Semarang batik MSMEs.

Low environmental performance requires the application of a broader concept of sustainability, while the concept of sustainability itself leads to the expansion of green policies and standards that cover the entire supply chain (Khaksar, Abbasnejad, Esmaeili, & Tamošaitienė, 2015). The implementation of GSCM in the Business sector requires driver factors or pressure factors both from internal and external parties of the company, because pressure factors will trigger good and sustainable implementation, research conducted by (Banerjee, 2002), (Chan, He, Chan, & Wang, 2012), (Min & Mentzer, 2011), (Moorman, Deshpande, & Zaltman, 1993), (Siguaw, Simpson, & Baker, 1998), (Zhu, Sarkis, & Lai, 2007), (Kohli & Hawkins, 2015), Rakhmawati, Rahardjo and Kusumawati, 2018) resulted in findings that the most effective pressure from the implementation of GSCM is strategic orientation and government regulation.

The study was conducted in the Semarang batik MSME sector. On the other hand, a notable issue was observed: the presence of accumulated waste around several MSME production sites. This condition highlights the urgent need for these businesses to implement a Green Supply Chain Management (GSCM) system in order to effectively reduce waste and promote environmentally responsible practices. Many developing countries are now beginning to shift their orientation by learning from the experiences of more advanced economies, particularly regarding the critical role and contribution of micro, small, and medium enterprises (MSMEs) in fostering national economic growth. The local government of Semarang City, located in Central Java Province, is one of the regional administrations that has demonstrated a strong commitment to addressing MSME-related issues within its jurisdiction.

Given this context, it would be highly beneficial for Semarang's batik MSMEs to adopt and prioritize GSCM practices. Doing so would not only enhance production efficiency and effectiveness but also support the sustainability of the natural environment surrounding their operations.



LITERATURE REVIEW

OVERVIEW OF STRATEGIC ORIENTATION

Strategic orientation is prerequisite important for green supply chain management, which in the end cause improvement performance organization (Kirchoff, Tate, & Mollenkopf, 2016). Strategic orientation also functions help taking decision managerial including form connection company with environment, (Desarbo, Benedetto, & Song, 2007). Parts from strategic orientation according to (Kirchoff, Tate, & Mollenkopf, 2016), (KM Chu, 2017) and (Nadeem & Siddiqui, 2018), namely : Environmental orientation, is recognition by management about importance concern environment on entity business They (Banerjee, 2002) also use items in study This among others: The company has strict regulations about awareness environment in every operation, action preservation the environment in the company is highly valued, there is awareness development and change environment natural influence activity business company, there is pressure from external stakeholders on the company to carry out action preservation environment. Supply Chain Orientation, defined as philosophy management chain classifying supply connection between levels chain supply, supply chain orientation lies in the operational domain organization and formation strong concentration throughout chain supply (Min & Mentzer, 2011). items of supply chain orientation based on (KM Chu, 2017) include: company Depend on full member chain supply with trust, there is desire for guard continuity between partner chain supply, there is rule in between member for reach objective together, there is Compatibility between company.

OVERVIEW OF GOVERNMENT REGULATION

Government is stakeholder strong interests from green supply chain, because government can with easy put things in order company with influence internal and external resources they (Nezakati, Fereidouni, & Rahman, 2016). The government can also encourage the media to increase legitimacy green company, and wearing tax for companies that do not to practice sustainability in management chain supply they (Clemens & Douglas, 2006). Indicators government regulation is regulation That itself, (Zhu et al., 2007). research This use regulation area Semarang City Law Number 20 of 2011 Article 8 states that every business must own licensing environment officially and regulations area Semarang City Law Number 20 of 2011, Articles 18 and 19 concerning appeal government for manage rubbish further and giving facility from government on the program reuse and recycling mentioned. As for Items from study This is: with existence Regulation government, company own permission environment officially, with existence regulation government that controls and facilitates practice care environment, company obey and



utilize with maximum facility from party government.

OVERVIEW OF GREEN SUPPLY CHAIN MANAGEMENT (GSCM)

It is draft consideration influence environment from activity business in the process of starting from material standard until with product So, (Ninlawan et al., 2010), indicators variable study This based on study empirical among others:

Green purchasing: Companies minimize activity purchase for fulfil regulation law and hope customer related with environment (Chun, Hwang, & Byun, 2015), green purchasing items include: avoiding use substance dangerous in products, and minimize influence environment in the purchasing process.

Green distribution: in green distribution there are two activities main namely green logistics and green packaging (Ninlawan et al., 2010), the green distribution items according to among others: companies own accuracy time and quantity of customer purchase items, company own Efficiency use material burn transportation in the distribution process product, company use optimal transportation capacity in distribute product

Reuse: the definition of reuse is use back and produce repeat products that have been end of life (strategy of value added), (Chun et al., 2015). According to (Chun et al., 2015), reuse items include: The existence of utilization actions or processing waste liquid, the existence of utilization actions or processing waste solid, Utilization waste vegetable defective organic or damaged.

OVERVIEW OF BUSINESS PERFORMANCE

Business Performance is results work that can achieved by someone or insider group a company in accordance with authority and responsibility answer each in effort achievement objective company legally, no violate law and not contradictory with morals and ethics, (Rivai & Basri, 2004:16). Business performance has tested as variable dependent main in matter empirical (Aggarwal, 2001; Durand & Coeurderoy, 2001). There has been trend new going to show that performance finance is the core of performance business. However still only, in frame for measure performance business a number of researcher moment This adopt size market performance that defines more conceptualization wide from performance business and focus on factors that ultimately result in performance finance (Vorhies & Morgan, 2005). For measure perspective on business performance then needed related in matter perspective finance and sales, customer perspective, internal process perspective, and learning and growth. Financial perspective is dimensions the weakest in Business performance aspects, while Customer perspective is



dimensions the strongest in aspects of Business performance (Mona Jami Pour, Mohammad Asarian, 2018). Improvement finance among them Increased revenue, profit, sales growth. Customer indicators here are customer satisfaction, loyalty, service targets, and branding activities. In terms of internal processes, including: is identification business process for provide the best service process to consumers. While For Learning and Growth perspective related with internal satisfaction of company / organization such as employee satisfaction, employee productivity, use of technology new, and training hours. Therefore that, according to study This use size market performance is exemplified by sales, growth and market share (Homburg & Pflesser, 2003; Hooley et al, 2005; Wong & Merrilees, 2007) to represent performance business small.

RESEARCH METHODS

The study descriptive quantitative which takes based on view that reality is something concrete, can see with senses human, can grouped based on type, form, and behavior, not changed, and can measured and verified (Sugiyono, 2020). Population in study This consists of from the MSME sector Semarang batik business. As method taking sample, based on guidelines provided by Hair et.al (2022) which suggest for using a minimum of 100 samples, then study This choose for using 100 respondents who are owner or batik UMKM managers in the city Semarang. Data collected in study This originate from use questionnaire as tool help, with use question closed. Statements in questionnaire This given score with use scale 1-5 so produces data that is interval in nature and is given score or mark in accordance with guidelines as well as use purposive sampling technique. In research This is the collected data analyzed with use method analysis path analysis. Analysis path, as explained by Ghozali (2013), is used for test influence variables that play a role as intervening variables. Structural Equation Modeling (SEM) analysis is tool statistics used for completing a multilevel model in a way unison that is not can solved by the equation linear regression (Setyawan, 2024)

DISCUSSION

Based on results study This served as following:

a. Respondent Characteristics

In the research This There are 100 respondents who have SMEs in the city of Semarang, which are presented in Table 3 explaining that most of the respondents are of the same type sex Woman by 68% with age most of them are less from 40 years with a large percentage of 34% of



respondents in the study This own education the last one is different with junior high school percentage 5 %; senior high school 45%; diploma 10% and bachelor's degree 40%. and age business from respondents, most are in the range from 3-10 years by 42%.

b. Data Normality Evaluation

Based on results the normality test presented in Table 1 produces that the data is distributed with univariate normality and also multivariate with mark univariate No there are those that exceed the critical limit (cr) of a variable ± 2.58 and presented in multivariate form amounting to 2,048. The processed data can it is said to be normal if it has mark critical (cr) which is at ± 2.58 and the results univariate and multivariate data normality test show mark Still within a range of values ± 2.58 (Ghozali, 2017).

Table 1. Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
GSCM1	1.000	5.000	-.006	-.026	-.487	-.994
GR4	1.000	5.000	.000	.000	-.485	-.990
BP1	1.000	5.000	.043	.175	-.547	-1.116
SO7	1.000	5.000	.006	.023	-.493	-1.007
SO6	1.000	5.000	.068	.277	-.430	-.878
SO5	1.000	5.000	.060	.243	-.491	-1.003
BP2	1.000	5.000	-.064	-.260	-.266	-.542
SO4	1.000	5.000	-.085	-.348	-.469	-.958
GR1	1.000	5.000	.040	.163	-.317	-.647
GR2	1.000	5.000	.076	.309	-.630	-1.286
SO1	1.000	5.000	.020	.081	-.259	-.529
SO2	1.000	5.000	-.060	-.245	-.439	-.897
SO3	1.000	5.000	.061	.251	-.582	-1.187
BP3	1.000	5.000	.010	.039	-.353	-.720
BP4	1.000	5.000	.052	.211	-.531	-1.083
GR3	1.000	5.000	-.020	-.082	-.362	-.739
GSCM4	1.000	5.000	.183	.746	-.486	-.993
GSCM3	1.000	5.000	-.102	-.416	-.280	-.571
GSCM2	1.000	5.000	.123	.500	-.536	-1.095
Multivariate					11.570	2.048

Source: processed data, 2024

c. Evaluation Univariate & Multivariate Outlier

Mahalanobis Distance to measure There is whether or not the data becomes outliers (damaging data) namely with see score very observation different with score centroid for 100 cases. In Table 4 it can be seen distance minimum mahalanobis listed that is of 8,094 and distance maximum is 33,200. Outlier data perceived from mark mahalanobis which exceeds chi – square value. In study this is chi – square from degrees freedom 23 (number) indicator variable) at the level significance 0.01 is 36,852 then stated No there is outliers , (Ghozali , 2017). As presented in Table 2.



Table 2. *Mahalanobis distance*

Observation number	Mahalanobis d-squared	p1	p2
22	33.200	.023	.900
68	32.029	.031	.820
14	31.344	.037	.720
20	31.070	.040	.564
16	30.672	.044	.447
.....			
69	9.718	.960	.620
89	9.515	.964	.511
1	9.144	.971	.443
80	8.556	.980	.408
44	8.094	.986	.237

Source: processed data, 2024

d. Evaluation Multicollinearity

According to (Hair et al, 2010) symptoms multicollinearity can be seen through matrix sample correlations, if generated value from each and every indicator small from ($<$) 0.90 then can stated No there is symptom multicollinearity. In the study This obtained results data processing that shows No existence symptom multicollinearity in matrix sample correlation of 19 indicators spread across four the variables being tested.

e. Test Measurement Model

In study this, looks chi- square value (X^2) and value degree of freedom (df). Based on results test model writing can know that chi- square (X^2) has mark of 107.106 and degree of freedom (df) has mark as much as 93 as already presented in Table 3.

Table 3. *Cut Value* Results Evaluation

<i>Goodness-of-fit index</i>	<i>Cut of Value</i>	<i>Hasil Analisis</i>	<i>Evaluasi Model</i>
Chi-Square	(Kecil) ≤ 170.750	162.309	Baik
Probability	≥ 0.05	0.022	Marginal
GFI	≥ 0.90	0.864	Marginal
IFI	≥ 0.90	0.978	Baik
TLI	≥ 0.90	0.970	Baik
CFI	≥ 0.90	0.977	Baik
DF/CMIN	≤ 2.00	1.268	Baik
RMSEA	≤ 0.08	0.052	Baik

Source: processed data, 2024



Results testing the model depicted in Figure 7 shows criteria goodness of fit in AMOS 24 program shows that analysis structural equation modeling in study This can accepted in accordance with model fit with Chi- square value = 162.309, Probability = 0.022 DF/CMIN = 1.268, GFI = 0.864, CFI = 0.977, TLI = 0.970 and RSMEA = 0.052. Based on model fit This can concluded that model fulfil criteria goodness of fit. By Because That model equality structural in research This suitable and worthy for used so that can done interpretation for discussion more continued (Ghozali, 2017).

Under This is the result image analysis in research this is what it covers a number of variables as following: variables Strategic orientation with seven (7) indicators, Government Regulation with (4) four indicator, Green Supply Chain Management with (4) four indicator, Business Performance with (4) four indicator, which is listed in Figure 4 as following:

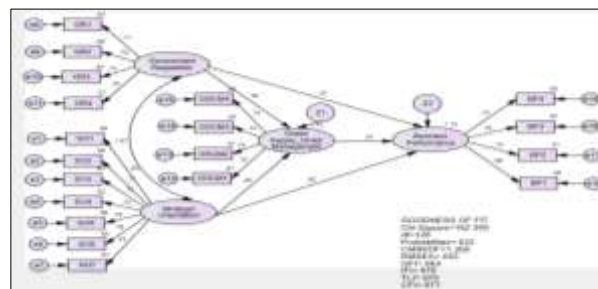


Figure 2. Results Analysis SEM Model

f. Test Hypothesis

At the stage testing hypothesis connection significant causality is mark critical ratio (cr) has critical T value which is $\geq 1,966$. In make it easier taking decision, author can see from number probability (P) where $(P) \leq 0.05$. If the P value is ≤ 0.05 then H_0 is accepted, and vice versa If P value ≥ 0.05 then H_0 is rejected, in the SEM package with Amos 24 results app test hypothesis can see through output regression weights. (Ghozali, 2017). Results test hypothesis presented in Table

Table 4. Results Test Hypothesis

Variabel Endogen		Variabel Eksogen	Estimate	S.E.	C.R.	P
Green Supply Chain Management	←	Government Regulation	.546	.176	3.098	.002
Green Supply Chain Management	←	Strategic Orientation	.715	.212	3.368	***
Business Performance	←	Green Supply Chain Management	.310	.137	2.256	.024
Business Performance	←	Government Regulation	.154	.180	.854	.393
Business Performance	←	Strategic Orientation	.654	.214	3.056	.002

Source: processed data, 2024

CONCLUSION

This article aims to examine the application of Green Supply Chain Management (GSCM) in improving business performance, particularly among batik small and medium-sized enterprises (SMEs) in Semarang, Indonesia. The study integrates key theoretical perspectives such as Social Learning Theory, especially its connectivism and constructivism dimensions, to better understand how knowledge sharing, innovation, and sustainability practices can influence organizational behavior and outcomes. Connectivism emphasizes the role of digital networks and relationships in the learning process, while constructivism focuses on how individuals construct knowledge through experience. Both paradigms align well with the principles of GSCM, which necessitate continuous learning, inter-organizational collaboration, and adaptive innovation in response to environmental demands.

This research introduces two intervening variables—strategic orientation and government regulation—to explore their mediating effects between GSCM practices and business performance. Based on empirical findings, the study concludes that the implementation of GSCM has a significantly positive influence on the performance of Batik SMEs. Environmentally friendly practices such as sustainable sourcing, waste management, green manufacturing, and eco-conscious packaging significantly enhance operational efficiency and elevate brand image.

The importance of strategic orientation as a mediating factor is consistent with prior research by Kirchoff et al. (2016), who argue that firms with proactive environmental strategies are more likely to achieve superior performance outcomes through GSCM. Similarly, Chu (2017) emphasizes that strategic orientation, especially when aligned with sustainability and innovation, drives firms to adopt green initiatives more effectively and derive greater long-term benefits.

The study also finds that government regulation plays a pivotal role in facilitating GSCM adoption. Regulatory support in the form of environmental policies, incentives, and compliance standards helps SMEs overcome financial and technical barriers to implementing sustainable practices. This aligns with findings by Zhu, Sarkis, and Lai (2007), who highlighted that institutional pressures, particularly from government bodies, significantly influence GSCM adoption among manufacturers. Furthermore, Nezakati et al. (2016) assert that the government can act as both regulator and enabler by creating favorable conditions for sustainable business transformation.

The findings also resonate with Srivastava (2007), who described GSCM as a comprehensive approach that integrates environmental thinking into supply chain management—from product design to end-of-life management. The application of GSCM in Semarang Batik SMEs demonstrates that even traditional industries can benefit from sustainable



innovation when supported by appropriate strategic direction and institutional frameworks.

Overall, the results of this study underscore the critical synergy between internal factors (such as strategic orientation) and external factors (such as government policy) in enabling the successful implementation of GSCM. The impact is evident across several business dimensions, including operational efficiency, brand reputation, and competitive positioning in the market.

In conclusion, this study reinforces and extends previous scholarly work by showing that GSCM, supported by a well-defined strategy and favorable regulatory environment, can significantly enhance business performance. This is particularly relevant for SMEs in developing economies that seek to balance economic growth with environmental responsibility. Future research is recommended to broaden the analysis to other sectors and integrate additional variables such as organizational culture, digital capability, and human resource development to better understand the holistic impact of GSCM.

LIMITATIONS

This research was conducted exclusively on Batik SMEs in Semarang, which may not be fully representative of all batik SMEs in Indonesia or other similar industries. Consequently, the findings of this study may not be generalizable to the broader industrial sector or to different geographical regions. The data collected in this study is cross-sectional in nature, meaning it was gathered at a single point in time. As such, the research is unable to capture the potential dynamics or changes that may occur over time. A longitudinal approach, involving data collection over an extended period, would offer a more comprehensive understanding of the long-term effects of GSCM implementation on business performance. While this study investigates strategic orientation and government regulation as intervening variables, there are other factors that may also influence the success of GSCM implementation. These include human resources, organizational culture, and technological capabilities, which were not analyzed in this research. Further studies are needed to explore the impact of these additional factors on business performance. This research relies heavily on the perceptions and opinions of the managers of Batik SMEs in Semarang as the primary respondents. These perceptions may be influenced by individual biases or limited personal experience, which could affect the accuracy and objectivity of the results. This study only addresses government regulations in a general context without delving into the actual implementation or effectiveness of specific policies at the local or national level, which may vary significantly. A more in-depth analysis of targeted government policies and their impact on Batik SMEs is necessary for a clearer understanding.



FUTURE DIRECTIONS

Based on analysis results and discussion in study this can take suggestion as following :

Longitudinal Research : For understand impact term long from implementation of GSCM, it is recommended do longitudinal research that can observe change performance Semarang Batik UKM business along with time , and see whether sustainability GSCM implementation provides more benefits significant in term long. **Expansion Sample :** Research furthermore should involving Batik SMEs in the region others , even SMEs in the sector industry others , for get a better picture comprehensive about implementation of GSCM in various context and for explore whether findings from study This can generalized to larger sectors and regions wide. **Study about Factor Others Affecting GSCM:** Research future can add variable other like availability technology, competence human resources, or involvement stakeholder interest in GSCM implementation for see whether factors this also contributes to success or failure implementation of GSCM in Batik SMEs. **Analysis Policy More Government Specific:** Research more continue to dig policies government in more detail in depth, for example policy related incentive tax for companies that implement principle friendly environment or more policies support development technology green for SMEs. **Understanding more details about effectiveness regulation** This can help create more policies effective in the future. **Use Method Qualitative:** For get better understanding deep about challenges and opportunities in GSCM implementation, suggestions study furthermore is method qualitative (eg. interview deep with owner or UKM Batik managers) for disclose experience practical in implementing GSCM and its impact to performance they. **Mapping Performance Business More Comprehensive:** Research furthermore should measure performance UKM Batik business in more detail comprehensive, not only based on efficiency operations and brand image, but also from aspect finance (eg. profitability, ROI), satisfaction customers, as well as innovation products produced.

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