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The Role of Top Management in Integrating Environmental Orientation and Performance into a Sustainable Green Business Strategy

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ABSTRACT

Purpose: This study investigates the influence of top management in integrating environmental orientation and performance into a sustainable green business strategy. It highlights the mediating role of top management in the relationship between strategic orientation and performance, as well as its implications for the long-term sustainability of SMEs.

Research Methodology: This study analyzes 103 SMEs in East Java using a quantitative approach. Data from semi-structured questionnaires were examined via SEM-PLS with SmartPLS to explore the role of top management in integrating environmental considerations into sustainable business strategies and assessing causal relationships in green business strategy implementation.

Findings: The empirical results reveal that environmental orientation and environmental performance do not directly influence the green business strategy. However, both environmental orientation and environmental performance significantly affect top management's environmental awareness, which subsequently influences the green business strategy. Thus, top management's environmental awareness serves as a mediating factor in the relationship between environmental orientation, environmental performance, and the green business strategy. Future studies are encouraged to include data from SMEs across both Asian and European contexts to provide more comprehensive and robust policy implications.

Contribution: This research demonstrates that SMEs can strategically implement a green business strategy by integrating environmental orientation, environmental performance, top management's environmental awareness, and overall SME performance. Such integration ensures long-term sustainability and significantly enhances business success.

INTRODUCTION

Previous studies highlight that strong environmental orientation drives SMEs to address ecological challenges while enhancing performance (Asad, 2024); (Indrawati et al., 2024; Sudaryanto et al., 2024). Top management's environmental awareness influences sustainability initiatives and engagement in regulatory programs (Lopes et al., 2025); (Martha Hendrati et al., 2024; Utari et al., 2024). Environmental performance, critical for reducing ecological impact, boosts competitiveness and investor trust (Carchano et al., 2024); (Prasetyo et al., 2024; Sabihaini et al., 2024). This study examines how top management mediates the relationship between environmental orientation, performance, and green business strategies in SMEs (Wang & Liang, 2022); (Hendrati et al., 2024; Sabihaini et al., 2023). Growing regulatory pressures further compel SMEs to improve environmental practices (Hussain et al., 2020); (Hendrati et al., 2024; Sabihaini et al., 2023).

SMEs in developing countries, particularly in Indonesia, face significant challenges in managing their environmental performance due to limited resources, complex regulations, and profit-driven pressures (Mansour, 2023); (Asyik, Muchlis, et al., 2023; Eko Prasetyo et al., 2023). Despite recognizing the importance of sustainability, integrating sustainable practices into business operations remains a struggle (Tanveer et al., 2024); (Nuswantara et al., 2023; Prasetyo et al., 2023). Environmental expertise among management plays a crucial role in overcoming these barriers, with research showing that firms with such expertise are more likely to engage in sustainable practices (Riaz et al., 2024); (Hendrati et al., 2023; Prasetyo et al., 2022). The adoption of green technologies and eco-friendly strategies not only reduces environmental harm but also boosts SME performance by improving cost efficiency, operational effectiveness, and brand visibility (Alfarizi et al., 2024); (Asyik, Muchlis, et al., 2022; Kalbuana et al., 2022). Sustainable practices, such as green product innovation and eco-friendly waste management, enhance both environmental and business performance (Riaz et al., 2024); (Sudaryanto et al., 2022; Tjaraka et al., 2022).

SMEs are vital to the economic development of emerging economies (Adomako et al., 2024); (Prasetyo et al., 2021; Utari, Sudaryanto, et al., 2021), but they face challenges in financing, R&D, and adopting advanced technologies (Schwaeke et al., 2024); (Aliyyah, Siswomihardjo, et al., 2021; Indrawati et al., 2021). Despite these hurdles, SMEs contribute significantly to economic growth, especially in exports and imports (Yuning et al., 2024); (Endarto, Taufiqurrahman, Kurniawan, et al., 2021; Utari, Iswoyo, et al., 2021). While research on environmental sustainability has mainly focused on large corporations in developed countries, there is a lack of studies on SMEs' environmental impact (Zaki et al., 2025); (Endarto, Taufiqurrahman, Suhartono, et al., 2021; Prasetyo et al., 2021). Given their environmental footprint and flexible decision-making, SMEs can improve their environmental performance and foster sustainability within their organizations (Chavez et al., 2023); (Abadi et al., 2021; Prasetyo et al., 2021). The following section covers the theoretical foundations, hypotheses, research methodology, data collection, key findings, and practical implications. Future research directions are also proposed.

1. LITERATURE REVIEW

Organizations must integrate competitive strategy with sustainable supply chain practices. The Resource-Based View (RBV) suggests that firms with unique, valuable resources can gain a sustained competitive advantage (Laily et al., 2025); (Aliyyah, Prasetyo, et al., 2021; Rusdiyanto et al., 2021). The Natural Resource-Based View (NRBV) extends this, stating that optimizing resource use enhances environmental practices and economic outcomes (Laily et al., 2025); (Kalbuana, Suryati, et al., 2021; Prasetyo, Aliyyah, Rusdiyanto, Nartasari, et al., 2021a). Recent research indicates that a company's size and environmental efficiency can improve financial performance (Keskin et al., 2020); (Kalbuana, Prasetyo, et al., 2021; Prasetyo, Endarti, et al., 2021). Additionally, strong corporate governance, such as an independent board, strengthens the link between environmental performance and company value (Napitupulu et al., 2023); (Prasetyo, Aliyyah, Rusdiyanto, Chamariah, et al., 2021; Prasetyo, Aliyyah, Rusdiyanto, Nartasari, et al., 2021b). Firms prioritizing sustainability can optimize resource usage, reduce waste, and improve brand

reputation, contributing to better financial performance (Sumiati et al., 2021);(Luwihono et al., 2021; Prasetyo et al., 2021). Previous studies show a reciprocal relationship between environmental sustainability and financial performance, with improved environmental performance leading to better financial outcomes (Khan, 2019); (Rusdiyanto, Karman, et al., 2020; H. Susanto et al., 2021).

Adopting sustainable business practices can improve performance by reducing costs, enhancing customer satisfaction, and increasing operational efficiency (Laily et al., 2025); (Prabowo et al., 2020; Rusdiyanto, Hidayat, et al., 2020). Effective marketing strategies, including fair pricing, exceptional service, and targeted promotions, significantly impact consumer satisfaction (Cakici et al., 2019); (Juanamasta et al., 2019; Rusdiyanto, Agustia, et al., 2020). A deep understanding of consumer preferences is essential for achieving higher satisfaction levels (Laily et al., 2025); (Asyik et al., 2024; Muchlis et al., 2024). SMEs can enhance customer satisfaction, particularly during crises like the COVID-19 pandemic, by improving service quality and innovating to meet evolving needs (Zutshi et al., 2021); (Asyik, Agustia, et al., 2023; Rohman et al., 2024). However, due to financial constraints, SMEs often hesitate to adopt sustainable practices. As a result, they frequently reduce costs to reallocate resources for environmental initiatives (Memon et al., 2020); (Asyik, Wahidahwati, et al., 2022; Wahidahwati & Asyik, 2022). Responsible executives, as highlighted by (Tarkang et al., 2022); (Dewianawati & Asyik, 2021; Wijaya et al., 2020). must consider environmental factors in their decision-making. (Laily et al., 2025) competitive strategy, reinforced by (Laily et al., 2025). Resource-Based View, stresses the importance of an organization's unique resources.

Research shows that organizations can enhance environmental performance and gain a competitive edge by effectively leveraging their resources (Memon et al., 2020). A strong positive relationship exists between business strategy and environmental initiatives (Bıçakçıoğlu et al., 2020). Competitive strategy and environmentally friendly practices are correlated, supported by strong organizational skills and competencies (Çop et al., 2021). However, enterprises must maintain strategic goals while minimizing costs to reduce environmental impacts (Laily et al., 2025). For SMEs, sustainable business practices are influenced by internal motivation and public perception, but limited access to capital remains a primary obstacle (Thomas et al., 2022). Strong leadership and effective human resource management are essential for improving working conditions in SMEs (Chai, 2022);. The study's model illustrates how Top Management Environmental Awareness mediates the relationship between Environmental Orientation, Environmental Performance, and Green Business Strategy. Based on the theoretical framework of this study and the empirical research reviewed earlier, the following hypotheses are proposed:

H1: Environmental Orientation positively influences Green Business Strategy.

H2: Environmental Orientation positively influences Top Management Environmental Awareness.

H3: Environmental Performance positively influences Green Business Strategy.

H4: Environmental Performance positively influences Top Management Environmental Awareness.

H5: Top Management Environmental Awareness positively influences Green Business Strategy.

H6: Top Management Environmental Awareness mediates the relationship between Environmental Orientation and Green Business Strategy.

H7: Top Management Environmental Awareness mediates the relationship between Environmental Performance and Green Business Strategy.

2. RESEARCH METHODS

2.1 Questionnaire Development

This study, conducted in East Java, Indonesia, involves 103 SMEs that participated voluntarily, selected through a saturation sampling method. The study focused on the role of top management as a mediating variable in the integration of environmental orientation and performance into a sustainable green business strategy. Data was collected via an online questionnaire using a Likert scale (1-5) distributed through social media, and content validity was ensured through evaluation by academics and SME

practitioners. The research followed ethical guidelines and was approved by the Research and Development Committee of the Faculty of Economics, Universitas Gresik. The findings highlight educational disparities among age cohorts, with a significant proportion of respondents in the 1-5-year experience range demonstrating high educational attainment. The analysis suggests further exploration of this phenomenon. The study's analytical model is presented in Figure 1.

2.2 Operational Definition of Variables

All survey variables in this study are derived from prior research and assessed using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). A detailed explanation of each variable is provided below:

Table 1. Operational Definition of Variables

Variable	Dimensions	Indicator
Dependent Variable (GBS)		
Green Business Strategy (GBS)	Green HRM	Green Recruitment Green Selection Green Training and Development
Green Business Strategy integrates environmental concerns into a company's overall plan to achieve optimal environmental performance and promote eco-friendly practices (Sabihaini et al., 2024).	Green Financing	Reach Superiority Industry Development Investment
	Green Marketing	Green Price Green Promotion Green Distribution
	Green Production	Green Materials Waste Reduction
	Green R&D	Green Product Development Green Technology Innovation
	Green Purchasing	Purchase Environmentally Friendly Raw Materials Green Supplier Selection
Independent Variable (EO); (EP)		
Environmental Orientation (EO)		
Environmental Orientation refers to how a business recognizes and addresses environmental issues through its strategies and actions (Laily et al., 2025).	Internal environmental orientation	Company Commitment Protection Value Environment
	External Environmental Orientation	Connection with Stakeholders Understanding Demands Stakeholder
Environmental Performance (EP)		
Environmental performance refers to a company's strategy for addressing environmental issues in its operations, with the aim of improving overall operational efficiency. (Sabihaini et al., 2024).	Resource Usage Regulatory Compliance Stakeholder Interaction Productivity	Source Power Financial Source Power Physique Source Power Man Specification Standard Each other Dependency Harmony Objective Trust Efficiency Quality
Mediator Variable (TMEA)	General Awareness	Knowledge

Variable	Dimensions	Indicator
Top Management Environmental Awareness (TMEA)	Cost Benefit Awareness	Cost Prevention Environment
Top management's environmental awareness reflects their commitment, attitude, and values towards environmental issues, playing a key role in shaping the company's strategy to protect the environment (Laily et al., 2025).	Environmental Attitude	Cost Detection Environment
SMEs performance (KI)	Connectedness to Nature	Connectedness to Nature
SME Performance" refers to how effectively a company meets its goals within a specific timeframe. The "Balanced Scorecard" (BSC) is used to assess SME performance, focusing on four key dimensions, each with specific indicators. (Sabihaini et al., 2024)	Perspective Money	ROA
		Sales Growth
		Cash Flow
	Perspective Customer	Satisfaction Customer
		Market Share
		Retention Customer
	Internal Business Process Perspective	Operation Process
		Innovation
	Perspective Learning and Growth	Capability Employee
		Climate Organization

Source: own

3. RESEARCH RESULTS AND DISCUSSION

3.1 Research result

SmartPLS was used for data analysis, handling models with mediators and small sample sizes. It provides validity assessments, such as discriminant and convergent validity, which SPSS does not offer. Skewness and kurtosis values confirm normal distribution, as none exceed the ± 2 limit (Laily et al., 2025).

Table 2. Descriptive statistics

Variable	Mean	Median	Min	Max	Standard Deviation	Kurtosis	Skewness
Environmental Orientation	0.000	0.406	-3.123	1.457	1.000	0.134	-0.827
Environmental Performance	0.000	0.196	-3.133	1.444	1.000	0.115	-0.799
Green Business Strategy	0.000	0.225	-2.890	1.334	1.000	-0.037	-0.797
SMEs Performance	0.000	0.151	-2.988	1.361	1.000	-0.113	-0.729
Top Management Environmental Awareness	0.000	0.132	-2.767	1.317	1.000	-0.347	-0.743

Source: Own

In SmartPLS, we computed factor loadings, validity, and reliability. Results show all items meet the required factor loadings (≥ 0.70) with no cross-loadings. Convergent validity exceeds 0.50, discriminant validity exceeds 0.70, and composite reliability exceeds 0.70, as per (Laily et al., 2025).

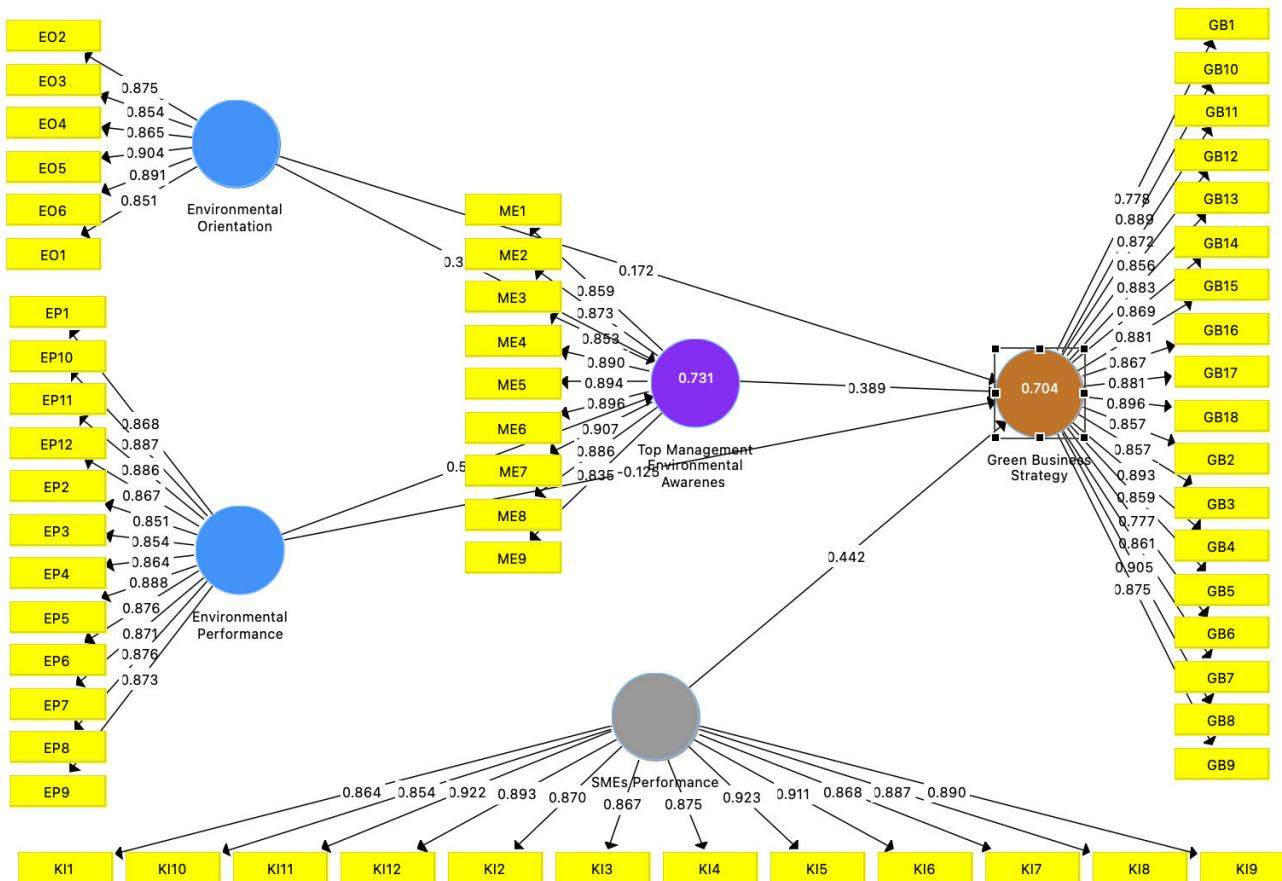


Figure 1. Algorithmic Structural Model 1.

Source: Own

Table 3. Validity and Reliability of R-Squared, f Square and Q2 Evaluation

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Environmental Orientation	0.938	0.939	0.951	0.763
Environmental Performance	0.971	0.972	0.974	0.760
Green Business Strategy	0.980	0.980	0.982	0.748
SMEs Performance	0.975	0.975	0.978	0.784
Top Management Environmental Awareness	0.962	0.964	0.968	0.770
Variable	R Square	R Square Adjusted		
Green Business Strategy	0.704	0.692		
Top Management Environmental Awareness	0.731	0.725		
Variable	GBS	TMEA	Q ²	
Environmental Orientation	0.022	0.119		
Environmental Performance	0.010	0.368		
SMEs Performance	0.112			
Top Management Environmental Awareness	0.126			
Green Business Strategy			0.522	
Top Management Environmental Awareness			0.574	

Source: own

The R-squared table reveals that the Green Business Strategy contributes 70% to operational success, with the remainder influenced by external factors. Operational success accounts for 73% of Top Management Environmental Awareness. Effect sizes (f^2) are categorized as small (0.02), moderate (0.15), and large (0.35) (Laily et al., 2025). The study shows that Environmental Orientation and Environmental Performance significantly influence Top Management Environmental Awareness, with moderate effects of 12% and 37%, respectively. The Q^2 values for Top Management Environmental Awareness (0.555) and Green Business Strategy (0.511) confirm their predictive relevance, exceeding 0.000 (Laily et al., 2025), Table 4 shows a strong link between Top Management Environmental Awareness and Green Business Strategy. It highlights positive relationships between Environmental Orientation, Environmental Performance, and Green Business Strategy, confirming the robustness of the measurement model.

Table 4. Correlation, discriminant validity, and the Heterotrait-Monotrait Ratio

Variable	EO	EP	GBS	SMEs	TMEA
Environmental Orientation (EO)	0.874				
Environmental Performance (EP)	0.832	0.872			
Green Business Strategy (GBS)	0.758	0.725	0.865		
SMEs Performance (KI)	0.863	0.864	0.807	0.886	
Top Management Environmental Awareness (TMEA)	0.795	0.836	0.790	0.835	0.877
<i>The Fornell-Larcker criterion is the bold numbers parallel to the correlation.</i>					
Environmental Orientation (EO)	0.874				
Environmental Performance (EP)	0.832	0.872			
Green Business Strategy (GBS)	0.758	0.725	0.865		
SMEs Performance (KI)	0.863	0.864	0.807	0.886	
Top Management Environmental Awareness (TMEA)	0.795	0.836	0.790	0.835	0.877

Source: from SmartPLS output results

Table 4 shows that all HTMT values are below the 0.90 threshold, confirming sufficient discriminant validity according to the established criteria.

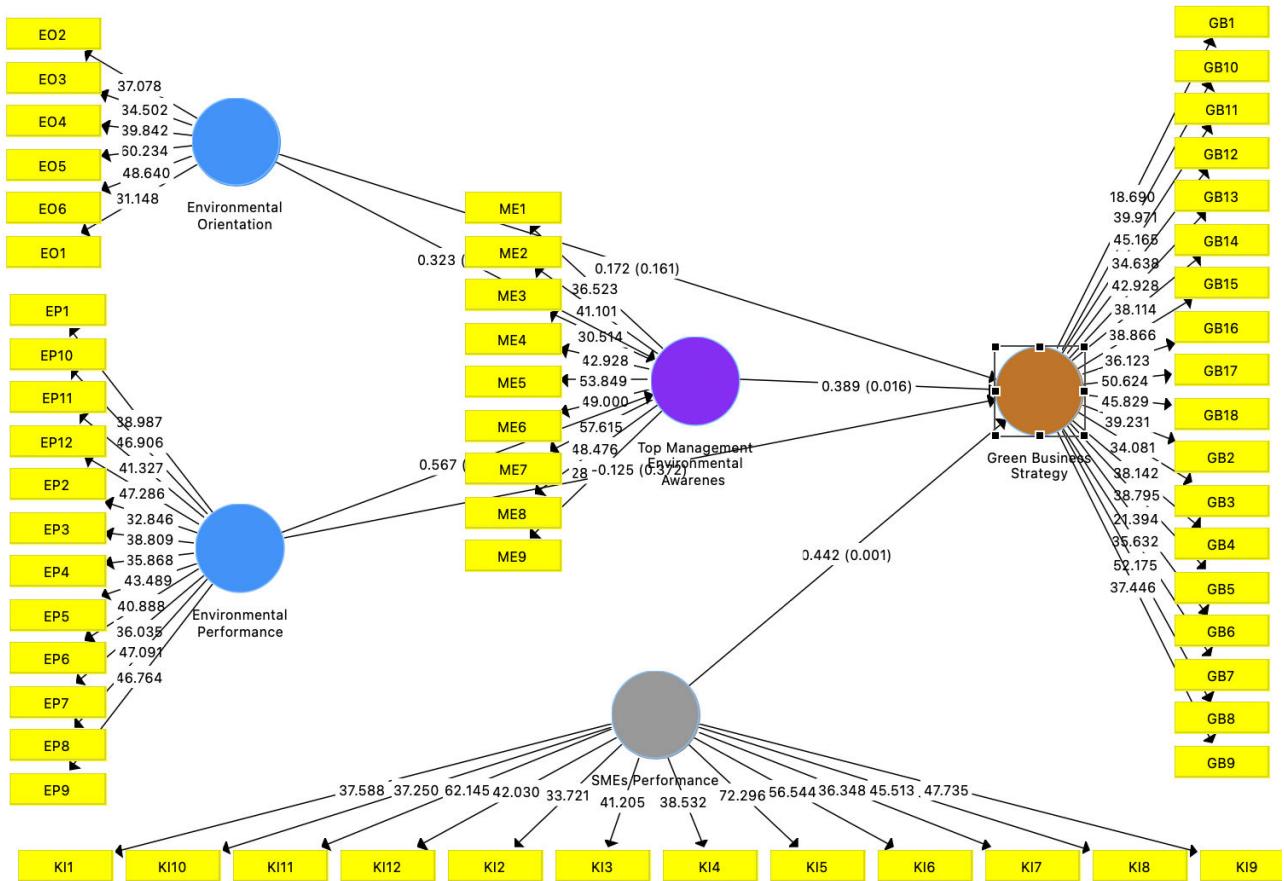


Figure 1: Structural model 2 (bootstrapping)

Source: own

Table 5. Direct effects and Indirect Effects

Direct Effects	Original Sample (0)	T Statistics	P Values	Information
H1_EO -> GBS	0.172	1.404	0.161	Rejected
H2_EO -> TMEA	0.323	2.798	0.005**	Accepted
H3_EP -> GBS	-0.125	0.893	0.372	Rejected
H4_EP -> TMEA	0.567	5.508	0.000***	Accepted
H5_TMEA -> GBS	0.389	2.415	0.016**	Accepted
Control Variable				
SMEs -> GBS	0.442	3.320	0.001***	Accepted
Indirect Effects				
H6_EO -> TMEA -> GBS	0.126	1.860	0.063	Rejected
H7_EP -> TMEA -> GBS	0.221	2.119	0.035**	Accepted

Note: ***sig<0,01, **sig<0,05, *sig<0,1

Source: own

The study used bootstrapping (2,000 resamples) in SmartPLS to test the hypothesized relationships. The results supported H2 and H4, indicating that Environmental Orientation significantly affects Top Management Environmental Awareness, and Environmental Performance significantly influences it. The study also found that Top Management Environmental Awareness mediates the relationship between Environmental Orientation and Green Business Strategy. Additionally, SME Performance positively impacts Green Business Strategy. These findings emphasize the essential role of Top Management Environmental Awareness in corporate sustainability. Previous research shows that environmental orientation is critical

for green innovation in SMEs (Fang et al., 2022), and that integrating environmental orientation into business strategies enhances sustainability and supports sustainable management objectives (Laily et al., 2025).

3.2 Discussion

Small enterprises can enhance performance by reducing green business costs and adopting sustainable practices. Top management's environmental knowledge is essential for executing these strategies. While financial constraints may hinder sustainability efforts, SMEs can overcome this by using resources efficiently and adopting competitive strategies. This is particularly relevant for developing countries, where financial accessibility is crucial. Research in East Java, Indonesia, faces data limitations, but comparing SMEs to publicly traded firms and using longitudinal data can improve validity. Future studies should focus on the impact of government incentives and technological innovation on sustainability in emerging economies (Laily et al., 2025).

Recent research highlights the importance of Environmental Orientation and Performance in driving Green Business Strategy in SMEs, particularly in Indonesia. Studies confirm that fiscal incentives, green finance, and regulations support green initiatives but depend on technology adoption and managerial awareness (Ardhiyansyah & Juniansyah, 2024). While Environmental Orientation positively affects Top Management Environmental Awareness, it does not directly influence Green Business Strategy. Similarly, Environmental Performance impacts Top Management Awareness but shows no direct effect on Green Business Strategy. Top Management Environmental Awareness is crucial for implementing sustainable business practices (Udeagha & Ngepah, 2023). Moreover, government measures like green tax incentives and renewable energy subsidies are essential but must align with managerial commitment to ensure successful green strategy adoption in SMEs (Sabihaini et al., 2024).

The Indonesian government has embraced the Green Business Strategy and introduced several initiatives to support renewable energy investments, such as tax incentives and the Energy Resilience Fund (Sumarno & Hohenberger, 2022). The effectiveness of these policies relies on the integration of technology and Top Management Environmental Awareness (Dhakal & Shrestha, 2021).. The private sector plays a critical role in financing renewable energy investments, which is essential for Indonesia's clean energy transition (Arwadi et al., 2025). Internal factors like organizational structure, strategy, and entrepreneurial mindset are crucial for utilizing resources efficiently, while external factors such as market conditions influence corporate success (da Silva Nunes et al., 2022). Indonesia's strategic policies, including fiscal incentives and SME empowerment, enhance the synergy between internal and external factors (P. Susanto et al., 2022). This study confirms that internal variables moderately influence business success and support the relationship between external factors and company performance, validating Hypotheses 6 and 7.

This study investigates the role of top management in integrating Environmental Orientation and Environmental Performance into a Green Business Strategy in Indonesia. The government has supported green initiatives through fiscal incentives, environmental regulations, and green financing to encourage sustainable economic practices (Arsawan et al., 2021). However, the success of these programs relies heavily on Top Management Environmental Awareness, which significantly influences the implementation of Green Business Strategies (Sultan, 2013). SEM analysis indicates that Top Management Environmental Awareness is the key determinant in these strategies, with external factors such as a favourable business environment playing a greater role than internal factors (German et al., 2023). Policies like investment incentives, training subsidies, and green financing are designed to improve SME competitiveness and adaptability (Rani et al., 2019). While Environmental Orientation and Environmental Performance do not directly impact green business strategies, they significantly affect Top Management Environmental Awareness, which in turn drives these strategies (Sahoo et al., 2023). The study emphasizes the need for stronger institutional support and enhanced collaboration between the government, financial institutions, and businesses to ensure the success of sustainable economic practices (Naini & Reddy, 2024);

3.2.1 Implications for Management and Policy

Small enterprises can improve performance by reducing green business costs and adopting environmental orientation and performance to optimize resources for sustainability. Top management's environmental knowledge plays a key role in executing sustainable strategies. Financial resources are critical for implementing sustainable practices, but limited cash flow may hinder compliance with environmental regulations. Despite these challenges, SMEs can overcome obstacles by using resources efficiently and adopting competitive strategies. This is particularly relevant for developing countries, where improved financial accessibility for environmentally conscious businesses is needed. Research in East Java, Indonesia, faces data limitations, but comparing SMEs with publicly traded firms and using longitudinal data can enhance validity. The study examines top management's role in integrating environmental orientation and performance into green business strategies, with SME performance as a control variable. Future research should explore the impact of government incentives and technological innovation on environmental sustainability in emerging economies.

CONCLUSION

This study examines the role of top management in integrating environmental orientation and performance into sustainable green business strategies among SMEs in East Java, Indonesia. Data from 103 SMEs, analyzed using SmartPLS, showed that while environmental orientation and performance do not directly impact green business strategy, they significantly affect top management's environmental awareness. This awareness acts as a crucial mediator, strengthening the benefits of environmental orientation on business outcomes. The study emphasizes the importance of enhancing Top Management Environmental Awareness to help SMEs adopt eco-friendly practices and strengthen their commitment to sustainability. It highlights the need for policymakers to support SMEs in integrating environmental considerations, contributing to both profitability and sustainable development. These findings are especially relevant for developing economies, where policy frameworks should prioritize environmental sustainability as a key factor in economic growth.

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