

## **THE ROLE OF SUSTAINABLE LEADERSHIP IN ENCOURAGING GREEN BUSINESS PRACTICES AT PERUM BULOG PALOPO BRANCH**

### ***PERAN KEPEMIMPINAN BERKELANJUTAN DALAM MENDORONG PRAKTIK BISNIS HIJAU DI PERUM BULOG CABANG PALOPO***

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#### **ABSTRACT**

This study aims to explore the influence of sustainable leadership within BULOG and its alignment with green business practices. Employing a qualitative method of descriptive analysis, the research follows a three-step procedure for data analysis, which encompasses data reduction, data display, and conclusion derivation. Triangulation, a method involving the examination of data using different approaches from the same source, is adopted to ensure data credibility. The findings indicate that sustainable leadership plays a pivotal role in bolstering green business initiatives within BULOG's Palopo Branch. Additionally, the results highlight that sustainability considerations are seamlessly integrated into the company's operational framework, fostering an environment conducive to a green economy

**Keywords:** Leadership, Sustainability, Green Economy.

#### **ABSTRAK**

*Penelitian ini bertujuan untuk mengeksplorasi pengaruh kepemimpinan berkelanjutan di BULOG dan kesesuaiannya dengan praktik bisnis hijau. Dengan menggunakan metode kualitatif analisis deskriptif, penelitian ini mengikuti tiga langkah prosedur dalam analisis data, yaitu reduksi data, penyajian data, dan penarikan kesimpulan. Untuk memastikan kredibilitas data, digunakan triangulasi, sebuah metode yang melibatkan pemeriksaan data dengan pendekatan yang berbeda dari sumber yang sama. Temuan menunjukkan bahwa kepemimpinan berkelanjutan memainkan peran penting dalam mendukung inisiatif bisnis hijau di Cabang Palopo BULOG. Selain itu, hasil menunjukkan bahwa pertimbangan keberlanjutan telah terintegrasi dengan baik ke dalam kerangka kerja operasional perusahaan, menciptakan lingkungan yang mendukung ekonomi hijau.*

**Kata Kunci:** Kepemimpinana, Berkelanjutan, Ekonomi Hijau.

#### **INTRODUCTION**

In today's era of globalization and the evident climate change, sustainable green business practices have become a paramount priority for companies worldwide (Wara et al., 2020). Currently, corporate objectives extend beyond achieving sustainable economic growth; they also aim to minimize the company's adverse impacts on the environment and society. The green business concept encompasses measures focused on the conservation of natural resources, reduction of carbon emissions, and corporate social responsibility (Häußermann et al., 2023; Rismawati, 2015). Environmental

uncertainties and the emergence of eco-friendly technologies have paved the way for innovation in the manufacturing sector. This approach stands as a prime choice in pursuing sustainable development in today's business landscape.

Manufacturing companies need to adopt environmentally-conscious innovations to enhance their environmental performance and oversee company operations more effectively (Lutfi et al., 2023). However, the adoption and implementation rate of such environmentally-conscious innovations remains low among manufacturing industries. To address this barrier, a study was conducted employing the resource-

based view theory and the technology-organization-environment concept to develop and test a model that encourages companies to adopt environmentally-focused innovations.

One of the pivotal elements in the transition towards sustainable business is leadership with a focus on sustainability. Company leaders, especially CEOs and top-level managers, play a central role in formulating and implementing sustainability strategies (Lutfi et al., 2023). Managers are not only responsible for making decisions that support green business practices but also for cultivating a company culture and promoting sustainability values (Rismawati, 2020). The threats posed by companies to environmental sustainability have led to the development of processes that identify their environmental impact. Companies' inclination to produce sustainable products and services is an indication that adherence to environmental regulations has prompted firms to adopt eco-friendly organizational policies and practices. This shift ensures that companies remain competitive in the global market (Maama & Gani, 2022).

The concept of green industrial management has been widely implemented by both developed and developing countries worldwide. This management concept aims to achieve economic prosperity while considering social and environmental aspects (Lako, 2018 p.28). Green industrial management is an industrial management concept grounded in the principles of sustainable development, creating environmentally friendly products (Khare et al., 2023). To support the success of green industrial management, a transformation in the characteristics of an organizational leader is required. The concept of green leadership is understood as environmentally visionary leadership, enthusiastic, proactive, full of initiative, and creative for the greater good and the

universe (Lina Saptaria & Sopiah, 2022).

F Akbar, (2020) posits that leaders need innovative capabilities to provide direction to their teams in leveraging digital technology, enhancing organizational performance. Leadership transformation in the digital industry era is recognized as electronic leadership (e-leadership) (Lina Saptaria & Sopiah, 2022). In this context, the role of sustainable leadership emerges as a pivotal factor in propelling green business practices. Leadership centered on environmental, social, and economic aspects acts as a catalyst for the transition towards a more sustainable business model (Papademetriou et al., 2023). One organization with significant potential to play a role in this transformation is the Perum Badan Urusan Logistik (BULOG), an entity vital to food security in Indonesia.

This study aims to investigate, analyze, and interpret the role of sustainable leadership in BULOG and the green business practices therein. By conducting this research, it is hoped to enrich the scholarly discourse on sustainable management within government organizations like BULOG, positioning the organization as an agent of change in achieving sustainable development goals. The study delves into the influence of sustainable leadership on environmental awareness, decision-making, innovation, and transparency in BULOG's business practices.

## **Literature Review**

### **Sustainable Leadership and Green Business**

According to Joan & Dhiman, (2020), sustainable leadership has emerged as a pivotal focus in the realm of green business and sustainable development. On the other hand, Lina Saptaria & Sopiah, (2022) posit that sustainable leadership encompasses a commitment to enduring environmental, social, and economic principles. Leaders with an environmental emphasis tend to inspire organizations to

adopt green business practices in various ways. This includes advocating for environmental awareness, setting sustainable objectives, and exemplifying green behaviors (Dhiman et al., 2022).

### **Green Business Practice**

Actions undertaken by organizations to reduce their negative environmental impact and support sustainable development are recognized as green business practices (Elshaer et al., 2023). This encompasses measures such as carbon emissions reduction, more efficient energy utilization, sustainable waste management, and the incorporation of environmentally-friendly materials in production (Khare et al., 2023). Green business practices not only mitigate the adverse effects of corporate activities but can also enhance operational efficiency and competitive advantage (Miglo, 2020; Ozbekler & Ozturkoglu, 2020; Yurynets et al., 2020).

### **Case Studi: Badan Urusan Logistik (BULOG)**

Perum BULOG (Logistics Affairs Department) is a state-owned enterprise in Indonesia specializing in food logistics. BULOG plays a crucial role in managing and ensuring the availability and distribution of strategic food items, such as rice, sugar, and cooking oil, to maintain food security in Indonesia (Intan, 2022). With a focus on food resilience, BULOG strives to ensure food availability for the public, especially in emergency situations or when facing food price fluctuations (S Wahyudi, 2021).

BULOG has also been involved in social and environmental responsibility (CSR) programs to enhance environmental quality and support the economy of the surrounding communities (Rismawati, 2015). This reflects BULOG's efforts in supporting sustainable development, encompassing

social, economic, and environmental aspects.

The Green Economy is an economic concept aimed at enhancing well-being and social equity while simultaneously maintaining and restoring environmental balance (Elshaer et al., 2023; Papademetriou et al., 2023). In this context, the green economy focuses on sustainable economic growth that doesn't harm the natural environment (Ozbekler & Ozturkoglu, 2020). This includes various efforts, such as resource efficiency, utilization of renewable energy, and the protection of natural ecosystems.

Implementing the principles of a green economy can contribute to sustainable economic development and ensures that economic growth is not only economically beneficial but also respects the natural environmental boundaries (Sa'idah et al., 2023). The principles of the green economy can be applied across various sectors, including the food sector, where BULOG plays a significant role in ensuring food security.

The Logistics Affairs Agency (BULOG) plays a crucial role in the food supply chain in Indonesia. BULOG's involvement in green business practices is particularly pertinent given the significance of food security and the environmental impacts of agricultural activities and food distribution. As a prominent entity, BULOG has the potential to influence the entire industry and supply chain.

### **Adoption of Green Innovation in Logistics Management**

Sustainable distribution encompasses activities like the use of environmentally friendly packaging and the management of sustainable logistics. In terms of sustainable packaging, it involves efficiency practices in packaging, the utilization of environmentally benign materials, collaborations with suppliers to produce standardized packaging, reduction in the usage of materials and time in the

packaging process, and support for recycling programs (Heriyanto & Noviardy, 2019).

According to Pussegoda et al., (2017), the low adoption of green innovation is often attributed to various factors, including initial costs, lack of awareness, and environmental uncertainties. Hence, it is vital to identify factors that can encourage companies, including organizations like the Logistics Affairs Agency (BULOG), to adopt green business practices.

### **Conclusion**

In the literature compiled above, it was found that sustainable leadership has a significant role in driving green business practices in organizations. Case studies on BULOG, an organization with a strategic role in food supply in Indonesia, are important to understand their potential impact on the adoption of green business practices.

### **RESEARCH METHOD**

The method used in this study is the qualitative descriptive analysis method. Qualitative research, as initially posited by Kirk and Muller cited in Kaelan, (2011:5), stems from qualitative observations emphasizing quantity or amount. It places a greater emphasis on the natural quality aspect as it concerns meanings, concepts, and values of the subject being studied. Meanwhile, descriptive analysis, according to Sugiyono, M.Agphin, (2015) cited in (Zuchri, 2021), is a method employed to describe or evaluate study results, even if it's not utilized to conclude broader matters. The aim of this descriptive research is to construct descriptions, portray, or systematically and accurately illustrate the data, characteristics, and interactions between the phenomena under investigation (Rudi, 2019).

The data analysis technique used in this study follows the approach proposed by (Miles, MB. dan Huberman,

n.d.), as cited in Sugiyono, M.Agphin, (2015). There are three steps required in performing qualitative research data analysis: data reduction, data display, and drawing conclusions. To ensure data credibility, triangulation is used, which involves checking data from the same source using different methods. For instance, data obtained through interviews are then verified through observations, documentation, or questionnaires. If these three techniques produce different data, researchers will engage in further discussions with the concerned data source or others to ascertain the accuracy of that data. Alternatively, it's possible that all perspectives are correct due to differing viewpoints (Raya, 2023).

This study employs a qualitative descriptive analysis to delve deep and understand the role of sustainable leadership in promoting green business practices at Perum BULOG's Palopo branch. A qualitative approach was chosen due to its emphasis on contextual understanding, subjective viewpoints, and in-depth analysis, which are essential for uncovering the intricate facets in the contexts of sustainability and green business.

### **DATA COLLECTION**

#### **Observation**

Observation entails systematically watching and recording phenomena under investigation. Its objective is to obtain detailed information about the aspect being studied. According to Ramadhan & Sugiyono (2015), as cited by Rudi (2019), the observation technique is a method utilized to gather information from various types of data sources, including events, locations, objects, and even captured images. Observations can be carried out with direct interaction or without. Direct observations involve either active participation or non-participation (Evita Sari Dalimunthe & Muhammad Syahbudi, 2023). In observations where the researcher plays no role at all and their presence during the observation is

unbeknownst to the observed subjects, the researcher can discern the condition of subjects in their natural state.

### **Deep Interviewing in Research**

According to Rismawati (2020), in-depth interviews are frequently employed as a data collection method when researchers aim to conduct preliminary studies to identify issues for further exploration. Additionally, the interview method is beneficial when researchers seek deeper insights from a limited number of respondents. As outlined by (Ramadhan & Sugiyono, 2015), the interview dialogue involves two parties: the interviewer, who poses questions, and the respondent, who provides the answers or information required by the researcher. The type of interview utilized in this study is the structured interview method (Rudi, 2019).

Structured interviews are data collection methods involving the researcher's preparation of written questions. In this format, every respondent receives the same set of questions, and the interviewer records the outcomes (Ramadhan & Sugiyono, 2015). Additionally, interviewers might undergo prior training to ensure uniform understanding (Rudi, 2019).

This research involves conducting in-depth interviews with leaders, staff, and relevant stakeholders. These interviews will be recorded (coded) and analyzed to delve into their perspectives, attitudes, and experiences concerning sustainable leadership roles and green business practices.

### **Documentation**

Documentation plays a pivotal role in strengthening the information and knowledge shared by informants. This documentation can consist of public documents, such as newspapers, papers, and reports, and private documents, including diaries, journals, and e-mails (Halldorsson et al., 2023). Using these

resources provides a robust foundation for understanding and validating the information conveyed by informants. Public documents serve as verifiable sources that are accessible to a broad audience, ensuring transparency and credibility. On the other hand, private documents, like diaries or e-mails, offer personal insights, experiences, and direct communication, adding depth and a first-hand perspective to the collected data. Together, both types of documentation ensure a comprehensive understanding and solid substantiation of the information being studied.

### **Research Informants**

Research informants include the leadership, staff, and relevant stakeholders at Perum BULOG, Palopo Branch. The selection of informants was made considering their ability to provide valid and relevant information regarding the role of sustainable leadership and green business practices. Additionally, employees with dominant working hours and field workers are also considered as informants, with the assumption that they have a good understanding of the work environment and green business practices. (INF 1): Ibu Vina Rizka (RPK or Sales Division)  
(INF 2): Ibu Andi Deltiani (RPK Sales Division)  
(INF 3): Pak Awaluddin (Logistics Procurement Division)  
(INF 4): Pak Asrul (Logistics Procurement Division)

## **RESULT AND DISCUSSION**

Based on the interviews and observations conducted, the author can outline the role of sustainable leadership in promoting green business practices at PERUM BULOG Palopo Branch. In this study, the author conducted in-depth interviews using the snowball technique, where questions rolled out based on the answers and responses of the informants. However, the researcher had three main

focus questions that would guide the course of the interview according to the division where the informant works. This is to ensure that the questions posed by the researcher are within the expertise of the informant, in line with the theme of this research.

**Question 1: Have the staff or Branch Leadership of BULOG Palopo Branch implemented or supported Green Business Practices at Perum BULOG Palopo Branch?**

INF 1, as an employee positioned in the RPK Division, informant VR conveyed that:

*"In my opinion, regarding eco-friendly business, the leadership at this branch has made efforts to motivate and guide our team towards green business practices. We have also strived to create an environment where green innovations are encouraged, and this comes from our leadership promoting these initiatives."*

From the interview result with VR (INF 1), the author observes that leadership plays a significant role in motivating and guiding the successful implementation of green business practices.

In addition to VR (INF 1), another informant from the RPK Division shared a similar perspective. AD (INF 2), who also comes from the same field, stated that leadership plays a role, especially in ensuring or monitoring policies and actions that support sustainability. Here's his full statement:

*"In terms of implementation, we've worked hard to ensure that green business practices are integrated into every aspect of our operations, especially with our employees working in the field division. Our leadership plays a pivotal role in ensuring or overseeing that our policies and actions are in line with sustainability."*

From the interview with AD (INF 2) above, the author identifies that leadership not only motivates but also takes an active role in ensuring and

overseeing that policies and actions are geared towards sustainability.

AW (INF 3), hailing from the Logistics Procurement Division, expressed an opinion that aligns with the views of VR (INF 1) and AD (INF 2). He elaborated:

*"The current leadership has been instrumental in providing direction and commitment to making our business greener. They clearly support the development of sustainable policies and motivate staff to engage in green business practices, especially those working in the field."*

The above statement reaffirms the insights shared by VR (INF 1) and AD (INF 2) regarding the pivotal role of leadership in propelling green business practices at BULOG. Thus, both the employees and the branch leadership (PINCA) of BULOG's Palopo Branch have indeed implemented and endorsed Green Business Practices in their operations. These Green Business Practices encompass efforts to create an eco-friendly environment, stimulate green innovation, and ensure policies and actions supportive of sustainability are integrated throughout all operational aspects.

Company leaders play a crucial role in motivating, directing, and endorsing Green Business Practices. They are not just figureheads but actively promote sustainable initiatives, provide guidance, and demonstrate a commitment to greening their businesses.

The leadership at Perum BULOG's Palopo Branch exemplifies this commitment. Their role is not limited to just providing directives; they actively ensure the success of Green Business Practices within the company. By creating an environment conducive to green innovation and ensuring that sustainability aspects are integrated across all operations, they set a standard and lead by example.

While many organizations worldwide recognize the need for sustainable operations, it is the leadership's active participation and endorsement that can make a significant difference. The top-

down approach, as demonstrated by the leaders of Perum BULOG's Palopo Branch, ensures that sustainability is not just a buzzword but a core operational principle.

This proactive approach towards green business practices and the emphasis on sustainability ensures long-term benefits not just for the company, but also for the community and the environment at large.

### **Question 2: What Concrete Steps Have Been Taken to Promote Green Business in the Palopo Branch?**

VR (INF 1), an employee positioned in the RPK Division, conveyed the following:

*"We have initiated training programs for our prospective staff as well as for our permanent staff regarding environmentally-friendly or green business practices. Additionally, we have long collaborated with local suppliers or farmers who are committed to sustainability."*

From VR (INF 1)'s interview, it is discerned that the company has launched training initiatives targeting prospective and existing employees. The purpose of this training is to enhance awareness and understanding of green or environmentally-friendly business practices, reflecting the company's dedication to educating and engaging employees in sustainable endeavors.

### **Query 2: Which Specific Measures Have Been Executed to Foster Eco-friendly Business Practices at the Palopo Branch?**

VR (INF 1), an official associated with the RPK Division, articulated:

*"We've inaugurated training modules for our potential recruits and established staff centered around eco-friendly business methodologies. Moreover, we've consistently partnered with indigenous suppliers, especially agriculturists devoted to sustainable initiatives."*

From the dialogue with VR (INF 1), it is inferred that the firm has instituted training paradigms directed towards potential and permanent personnel. The essence of such training is to amplify cognizance and comprehension concerning eco-friendly commercial methodologies, underscoring the firm's commitment to enlightening and incorporating its workforce in sustainable endeavors.

In Addition to VR (INF 1), Another Perspective from the Food Logistics Procurement Division

Apart from VR (INF 1), another informant from the Food Logistics Procurement Division shared a similar sentiment. AS (INF 4) from the Food Logistics Procurement Division elaborated on the company's proactive efforts focused on waste reduction as an environmental conservation measure. Below is his complete narration:

*"We have earnestly endeavored to establish internal policies that have historically and actively advocated for the utilization of local resources as a testament to our allegiance to sustainability. Furthermore, our initiatives are prominently directed towards waste minimization as a proactive approach in preserving the environment. To gauge the advancement and implications of these undertakings, we consistently conduct sustainability audits."*

From the insights shared by VR (INF 1) and AS (INF 4), the writer discerns that, in its entirety, the company epitomizes earnestness in instituting green business practices, inclusive of leveraging local resources, waste curtailment, and regular surveillance to realize their sustainability objectives.

Beyond the Views of VR (INF 1): A Concurrent Insight from the Division of Food Logistics Acquisition

Contrary to VR (INF 1), another interlocutor from the Division of Food Logistics Acquisition conveyed a congruent perspective. AS (INF 4) from said division expounded on the firm's zealous endeavors, especially emphasizing

waste diminution as an anticipatory measure for environmental stewardship. Here is his comprehensive exposition:

*"We have unwaveringly committed to formulating internal statutes which, historically, promote the adoption of indigenous resources, underscoring our allegiance to enduring sustainability. Additionally, our endeavors are predominantly oriented towards the mitigation of waste, envisaged as a forward-looking strategy for environmental conservation. To ascertain the progression and ramifications of these stratagems, sustainability assessments are periodically executed."*

Gleaning from the dialogues of VR (INF 1) and AS (INF 4), the author discerns a comprehensive commitment from the corporation towards the proliferation of eco-friendly commercial modalities, encompassing the harnessing of native assets, waste abatement, and routine oversight to fulfill their sustainability aspirations.

### **Question 3: When Did Perum BULOG Cabang Palopo Begin to Implement Green Business Practices?**

AW (INF 3), holding a position in the Logistics Procurement Division, conveyed the following:

*"The implementation of green business practices at Perum BULOG Cabang Palopo commenced approximately seven years ago, around 2016."*

From the interview with AW (INF 3), it's discerned that the enterprise embarked on its green business journey roughly seven years back, around 2016. In parallel, AS (INF 4) from the Logistics Procurement Division asserted based on official company records that the green business practices were initiated in 2016. Below is the comprehensive statement:

*"Official company records indicate the inception of our green business practices in 2016, as a strategy*

*to mitigate the environmental repercussions of our operations."*

Drawing from the interviews with AW (INF 3), it's evident that Perum BULOG Cabang Palopo initiated its green business practices around seven years ago, specifically in 2016. However, the statement from AS (INF 4) underscores that company's official records mark the start of these practices in 2016, aimed at lessening the environmental footprint of the company's operations.

Thus, synthesizing insights from AW (INF 3) and AS (INF 4), it can be affirmed that Perum BULOG Cabang Palopo's venture into green business practices began in 2016. This aligns with information from both informants. The resolution to adopt these green initiatives was grounded in the company's aspiration to alleviate its environmental impact and contribute to sustainability.

### **Question 4: Who is Responsible for Implementing Green Business Practices at Perum BULOG Cabang Palopo?**

AW (INF 3), holding a position in the Logistics Procurement Division, provided the following insights:

*"The accountability for executing green business practices at Perum BULOG Cabang Palopo lies with the Branch Leadership and field division, collaborating to oversee and enforce the green business initiatives."*

From the statements provided by AW (INF 3), it's discerned that the responsibility for executing green business practices rests with the Branch Leadership and field division. Echoing this sentiment, AS (INF 4), also from the Logistics Procurement Division, articulated a similar stance. Below is the comprehensive statement:

*"The Branch Leadership and field division bear direct accountability for the execution of green business practices. They collaboratively monitor and ensure adherence to sustainable practices."*

Synthesizing the insights from both AW (INF 3) and AS (INF 4), who serve in



the Logistics Procurement Division at Perum BULOG Cabang Palopo, it can be inferred that the onus of implementing green business practices at Perum BULOG Cabang Palopo rests with the Branch Leadership and field division. Both informants concurred that the Branch Leadership and field division play a pivotal role in supervising and enacting the green business practices.

Hence, it's deduced that the responsibility for the deployment of green business practices at Perum BULOG Cabang Palopo is a collective endeavor between the Branch Leadership and the field division, synergizing their efforts to monitor and ensure compliance with sustainable practices.

## CONCLUSION

Within the context of Perum BULOG Cabang Palopo, sustainable leadership plays a pivotal role in propelling green business practices. The Branch Leadership of the company has actively motivated and guided their teams towards environmentally friendly business operations. They have been at the forefront in endorsing initiatives that favor sustainability, fostering an environment where green innovation thrives and ensuring the implementation of policies and actions that bolster sustainability across all operational aspects.

Perum BULOG Cabang Palopo has taken tangible steps in championing green business, including the initiation of training programs for prospective and permanent staff members. These training sessions aim to elevate understanding and awareness of green business practices. Additionally, the company has entered collaborative endeavors with local suppliers and farmers committed to sustainable practices. The company's efforts notably emphasize local resource utilization, waste reduction, and regular monitoring to achieve their sustainability

objectives.

The inception of green business practices in Perum BULOG Cabang Palopo dates back approximately seven years, around the year 2016. This decision was underpinned by the company's aspiration to mitigate environmental impacts from their operations and make meaningful contributions to sustainability.

The onus of implementing green business practices squarely falls upon the Branch Leadership and the field division of the company. Both informants concurred that the Branch Leadership, in collaboration with the field division, plays a significant role in this context.

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