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Is There an Alignment between Green HRM and Pro-Environmental Behavior in Improving Business Sustainability?

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Abstract:

The study aims to examine and analyze the alignment of GHRM practice and pro-environmental behavior (PEB) in its linkage with environmental management strategy (EMS) in order to improve business sustainability (business and environmental performance) of natural dye Batik MSMEs in Central Java, Indonesia. The sample respondents of this study are 162 natural dye MSMEs in Klaten Regency, Central Java. The data are collected by distributing questionnaires and conducting interviews with several key informants. The statistical technique uses Euclidean distance regression used as data analysis. EMS is aligned with proactive GHRM and PEB. However, this study also indicates different results in the context of reactive-environmental management strategy, in which there is no alignment between GHRM and PEB in reactive-EMS. Thus, it does not have an impact on business and environmental performance. This study can provide several inputs related to strategic policy oriented to the environment. Therefore, it will be able to attract and encourage the community to carry out business transactions in the future while also considering both the business and environmental aspects of their business. This study provides a research model of the alignment of GHRM practice and PEB associated with EMS. The previous studies have not addressed this issue clearly, especially in the SMEs' context. This finding is expected to improve business sustainability (business and environmental performance) in the MSMEs context.

Keywords: green human resource management, pro-environmental behavior, environmental management strategy, business sustainability.

在提高业务可持续性方面，绿色人力资源管理和环保行为之间是否存在一致性？

摘要:

该研究旨在检查和分析 GHRM 实践和环保行为 (聚醚砜) 与环境管理战略 (特快专递) 联系的一致性, 以提高中爪哇天然染料蜡染中小企业的业务可持续性 (业务和环境绩效), 印度尼西亚。本研究的样本受访者是中爪哇省克拉滕摄政区的 162 家天然染料中小企业。这些数据是通过分发问卷和与几位关键信息提供者进行访谈来收集的。统计技术使用欧几里得距离回归作为数据分析。特快专递与主动式 GHRM 和聚醚砜保持一致。然而, 这项研究也表明了反应性环境管理策略背景下的不同结果, 其中反应性环境管理系统中的 GHRM 和聚醚砜之间没有一致性。因此, 它不会对业务和环境绩效产生影响。这项研究可以提供一些与面向环境的战略政策相关的投入。因此, 它将能够吸引和鼓励社区在未来进行商业交易, 同时也考虑到他们业务的商业和环境方面。本研究提供了一个与特快专递相关的 GHRM 实践和聚醚砜一致性的研究模型。以前的研究并没有清楚地解决这个问题, 特别是在中小企业的背景下。这一发现有望提高中小企业环境中的业务可持续性 (业务和环境绩效)。

关键词: 绿色人力资源管理、环保行为、环境管理战略、业务可持续性。

1. Introduction

Currently, the issue of environmentalism has become a demand of the world community. This has encouraged companies to adopt the practice of environmental management, and companies are expected to be green and competitive (Makarim & Muafi, 2021; Jabbour et al., 2013). The business world is required to develop by considering the environmental aspects of all business activities, including human resource practices and employee behavior. Companies are currently trying to adopt and integrate 'greening' behavior in every business process. It is aimed for companies to have long-term business sustainability (Guevara-Rivera et al., 2021; Yong et al., 2019; Arqawi et al., 2019). Green HRM has become one of the important practices for companies to implement green management in human resource aspects (Al Romeedy, 2019; Mandip, 2012), aside from pro-environmental behavior (PEB) (Saeed et al., 2018; Islam et al., 2020; Zhang et al., 2019; Dumont et al., 2017; Kollmuss & Agyeman, 2002).

Kebon Indah and Banyuripan Batik groups are batik groups located in Klaten Regency, Central Java Province, Indonesia. These batik groups were first established because of the initiatives and commitment of batik craftswomen to develop business and focus on creating batik using non-synthetic colors or natural dye. They have a simple consideration that nature needs to be preserved, and they want to take advantage of the abundance of natural resources and maintain the local wisdom. As time passed, their persistence in maintaining and developing their business finally rose. Their products began to be known by the surrounding community, including people outside Central Java Province, such as the people from the Special Region of Yogyakarta Province and the world community. On the other hand, the batik craftswomen are still aware that they still need assistance from various parties, including the government, universities, and the community/NGOs. This is because they are aware that they do not understand the management and business

management aspects of the business they are engaged in and have limited human capital. It is feared that the increasingly fierce business competition will gradually impact their batik business in the future. The participation of Batik SMEs in Bayat, Klaten Regency, is believed to be useful for alleviating poverty and strengthening the local and national economy. Besides that, MSMEs must have business strategy alignment in the future, especially in environmental management strategy (EMS). EMS is associated with HR practices that are still relatively simple and their behavior that has not been fully oriented to green business (Fuadah et al., 2021). Therefore, this study aims to fill the research gaps that the previous researchers have not addressed. Environmental management strategy will relate to the company's operational and strategic practices, including strategic HR (Muafi & Uyun, 2021; Ullah & Jahan, 2017).

Environmental management strategy will be implemented in MSMEs when they are ready to practice environmental management in their business processes (Muafi & Uyun, 2021; Yong et al., 2019; Arqawi et al., 2019). Moreover, the studies related to implementing environmental management strategy in MSMEs, especially in Asia (Singh et al., 2020; Muafi & Uyun, 2021), are still relatively limited, especially in Indonesia. This is due to the lack of human capital owned by the company. They still have limited knowledge and a commitment less concerned with environmental practices in the business world (Yong et al., 2019; Rawashdeh, 2018), especially in the GHRM practice (Masri & Jaaron, 2017) and pro-environmental behavior (Hungerford & Volk, 1990; Saeed et al., 2018; Islam et al., 2020; Zhang et al., 2019; Dumont et al., 2017; Kollmuss & Agyeman, 2002).

2. Literature Review

2.1. Environmental Management Strategy

The demands from environmental management currently have echoed around the world. This demand

has implications for decision-making in determining the company strategy and policies. Companies have changed their business strategies to be directed into green business strategies. Thus, it can be their competitive advantage (Arthur & Yamoah, 2019; Ar, 2012). This serious concern of the company impacts an increase in the ecological behavior of its employees (Ar, 2012; Pratonno et al., 2019). The latest issue currently developing is the company's efforts to implement a circular economy (CE) to achieve competitive advantage through cost advantage and differentiation strategy (Vargas-Hernández & López-Lemus, 2021). As a result, companies can improve sustainable business performance (Tjahjadi et al., 2020) and environmental performance (Olayeni et al., 2021). Managers can realize ecological behavior by creating and implementing green strategies by carrying out green innovations and providing awareness to all employees and managers by reducing pollution in every business activity (Sharma et al., 2021). This demand also requires MSMEs to design and implement appropriate and strategic environmental management strategies to achieve higher performance in business, environment, and social matters.

This is crucial because companies must consider achieving business sustainability (Tonelli & Cristoni, 2019) in the long term. All of them must certainly be related and integrated with the company's vision and mission, especially in achieving green business in the future (Tonelli & Cristoni, 2019). Muafi and Uyun (2021), Arokiasamy et al. (2021) stated that a successful company is a company that can create its business strategy by prioritizing sustainable environmental responsibility. In relation to the value chain of a product under study, proactive environmental management practice has been integrated because the company wants to increase its competitive advantage. Muafi (2021) found that when a company succeeds in implementing CE, organizational performance will increase, especially in business, environmental, and social performance (Li & Yu, 2018). Companies that successfully carry out (a) reinvent and rethink, (b) restore, reduce and avoid, and (c) recirculate indirectly will be able to produce and strengthen ecosystems that lead to the achievement of green business. At the same time, companies will be able to answer pressure challenges to apply human rights to the environment; thus, they are more careful in acting and implementing their business strategies.

Furthermore, during the periods of economic crisis, Fousteris et al. (2018) have examined the impact of environmental strategies on the growth of medium and large companies in all sectors in Greece. The results indicate a positive correlation between environmental strategy and the financial performance of Greek companies during periods of economic recession. Environmentally-friendly and innovative practices create a competitive advantage (Amrina et al., 2021); thus, they impact the improvement of a company's financial performance. Padash et al. (2015) added that

EMS is a process that integrates three strategic issues in long-term strategic decision making, which include the environment, health, and safety (EHS). It is expected to influence the economic, environmental, and social aspects positively. Buysse and Verbeke (2003) stated the relation between environmental strategy and stakeholder understanding of the environment. This is because companies that choose environmental leadership are not related to the importance of environmental regulations (Constantinus et al., 2021). Liu and Lin (2020) made it clearer in the context of MSMEs to have environmentally-friendly organizational behavior. Companies with a positive attitude toward green behavior will impact employee habits and culture in implementing green behavior in their business activities (Huang & Kung, 2011; Firmansyah, 2017). Managers and employees need to have proactive strategies and personal values by implementing incremental strategies to capture opportunities to anticipate threats from competitors (Arokiasamy et al., 2021; Schindehutte & Morris, 2001; Chan et al., 2004; Winarno et al., 2021). An agile strategy is strongly needed in tight business competition in the current greening era (Muafi & Roostika, 2022; Verheul et al., 2002; Nadkarni & Herrmann, 2010). On the other hand, Buysse and Verbeke (2003) divide the typology into reactive strategy, pollution prevention, and environmental leadership. Li et al. (2016) concluded that, if companies implement a passive environmental strategy, it will never be enough to create a competitive advantage. The results of their study provide strong support for the significant role of green product design and the green supply chain process in improving the environmental and financial performance of the company. The results also show that green product design does not directly influence financial performance. The current condition requires managers and employees to have high agility and a proactive attitude expected to increase the company's business sustainability. When the green innovation strategy is passive and reactive, it is feared that it will not help the company to be successful in the future. The habits of ecological behavior will be able to reduce wasteful living and reduce pollution (Kim & Stepchenkova, 2018).

2.2. Green HRM Practices, Environmental Management Strategy, and Business Sustainability

Green human resource management (GHRM) is becoming widely implemented in manufacturing and service companies (Jackson et al., 2011). This practice is believed to increase employee productivity (Dumont et al., 2017; Makarim & Muafi, 2021). GHRM practice can be started by focusing on attracting and selecting prospective employees who are committed and concerned for the environment (Jabbour & Jabbour, 2016; Yusoff, 2016). Jabbour et al. (2013) added that GHRM practices that are not less important are training and development for employees, focused on caring and environmentally-friendly behavior. In this regard,

companies must also be able to create strategies, policies, and systems that can motivate employees to care for and preserve the work environment and the surrounding environment. Companies can have such benefits for GHRM as achieving the vision and mission related to environmental issues, implementing proper management philosophy, harmonizing human resource policies and implementations, employee awareness about regulating and implementing environmental protection, and training associated with environmental business practices (Aykan, 2017). As a result, they can attract talent from job applicants (Chaudhary, 2018), and their benefits can also relate to employee green behavior (Pinzone et al., 2019).

However, the reality is not as easy as imagined. There is still a debate among practitioners, leading to the perception that GHRM is mere rhetoric and difficult to implement (Cherian & Jacob, 2012). This occurs because sometimes there is no commitment and support from the top management (Yong et al., 2019; Masri & Jaaron, 2017). Therefore, there is a need for strategic planning or green strategic management formulated carefully and well to facilitate future implementation. As a result, it is expected to increase business, environmental, and social performance (Pham et al., 2019; Yong et al., 2019).

The link between GHRM and EMS practices should involve employee initiatives on environmentally-friendly practices so that they can reduce costs, be involved in work better, remain in the organization (Rohilla, 2017; Yong et al., 2019), and reduce their carbon footprints (Masri & Jaaron, 2017). Some empirical studies prove that GHRM practices (green recruitment and selection, green training and development, green performance appraisal, and green compensation) can improve environmental performance (Yusoff et al., 2018). Recognizing the economic, social, and environmental impacts, sustainable organizations must seek input from internal and external stakeholders in designing and implementing their business strategies and operations (Amrina et al., 2021; Das & Singh, 2016), and it can be directed to the achievement of business sustainability. This is because the alignment of GHRM and EMS is expected to increase business sustainability (business and environmental performance).

H1: The more the alignment between proactive EMS and proactive GHRM, the more it will be able to improve business performance.

H3: The more the alignment between proactive EMS and proactive GHRM, the more it will be able to improve environmental performance.

H5: The more the alignment between reactive-EMS and reactive GHRM, the more it will be able to improve business performance.

H7: The more the alignment between reactive EMS and reactive GHRM, the more it will be able to improve environmental performance.

2.3. Pro-Environmental Behavior, Environmental Management Strategy, and Business Sustainability

Islam et al. (2020), Zhang et al. (2019), and Dumont et al. (2017) explained that PEB is environmentally-oriented employee behavior. Employees with a serious concern for helping and caring for the natural environment have high PEB (Ture & Ganesh, 2014). Ozaralli and Rivenburgh (2016), Kollmuss and Agyeman (2002) added that companies oriented toward business sustainability should include PEB as one of the elements used for the company's strategic decisions. Having PEB in the work environment means that employees can contribute to a sustainable organizational environment (Kim et al., 2017, 2019). Employees and company leaders can carry out simple behavior in the workplace by using paper optimally, recycling waste, and adopting renewable energy (Uwem et al., 2021; Guevara-Rivera et al., 2021). Mehta and Chugan (2015) added that companies need to continuously improve strategies, policies, and systems with an orientation toward a green environment. When the company can implement it well, it will create a work culture expected to be PEB-oriented for every employee. This indicates that the company has made efforts to integrate strategies, policies, and programs related to environmental management practices (Yong et al., 2019; Renwick et al., 2013).

Employees should have a proactive orientation in PEB. PEB is also influenced by someone's external and internal factors (Kollmuss & Agyeman, 2002). Several aspects such as prompts, commitments, feedback, social norms, incentives, and convenience are also effective promotions for employees to implement PEB (Schultz, 2014). Kelley (1998) emphasized that proactive behavior is the key that distinguishes employees who are star performers from other employees. The typology of PEB is divided into three: green purchase behavior, good citizenship behavior, and environmental activist behavior (Lee et al., 2014). Lee et al. (2014) concluded that PCE (perceived consumer efficiency/effectiveness) and environmental concern positively relate to citizenship behavior and purchase behavior. Activist behavior can be a single predictor for perceived consumer efficiency/effectiveness. In improving PEB, MSMEs can carry out several ways, such as green training (Pinzone et al., 2019) and efficiency education (Solopova, 2008). It is also added by Schuler and Jackson (1987) that a person with a strategic orientation will have innovative and creative behavior (Novitasari & Agustia, 2021; Schuler & Jackson, 1987). A person with an innovative strategic orientation tends to have proactive behavior. This indicates that more alignment between proactive strategic orientation and proactive behavior will improve business performance.

H2: The more the alignment between proactive-EMS and proactive PEB, the more it will be able to improve business performance.

H4: The more the alignment between proactive-EMS and proactive PEB, the more it will be able to

improve environmental performance.

H6: The more the alignment between reactive-EMS and reactive PEB, the more it will be able to improve business performance.

H8: The more the alignment between reactive-EMS and reactive PEB, the more it will be able to improve environmental performance.

The research model in this study is presented in Figure 1.

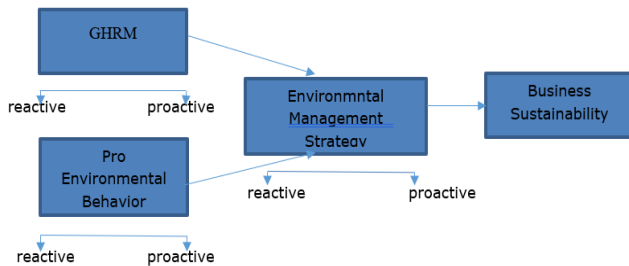


Figure 1. Research model

3. Research Method

The authors collected the data by distributing questionnaires and interviews with several key informants in Batik MSMEs in Bayat, Klaten Regency, Central Java Province. Two large batik groups produce natural dye batik: Kebon Indah and Banyuripan Batik. Each of these groups ranges from 25 to 30 MSMEs. The sample number in this study, which also becomes the research respondents, is 162 MSMEs. The researchers distributed the questionnaire to 200 MSMEs. Thus, the response rate is 81%. These 162 MSMEs are committed to filling the questionnaire correctly and completely. The respondents are chosen with a purposive sampling technique with at least three operating years and five batik dyes. This is because the researcher wants to understand the extent to which GHRM and PEB practice can be understood by respondents when it is related to EMS. Thus, they can improve business sustainability (business and environmental performance).

This study uses three contingency variables with each typology: GHRM (proactive vs. reactive), PEB (proactive vs. reactive), and EMS (proactive vs. reactive). The other two variables are dependent ones: business performance (BP) and environmental performance (EP). The measurement of contingency variable uses a differential semantic bipolar scale ranging from 1 (very strongly not stressed) to 7 (very strongly stressed). The operational definition, questionnaire items, and sources of each variable are as follows:

1. GHRM is the GHRM practice carried out by MSMEs by implementing green orientation in the recruitment and selection, orientation, training and development, job description, performance appraisal, rewards and punishment, and commitment management. It uses seven items adopted and modified from Al Romeedy (2019) and Arqawi et al. (2019).

2. PEB is the behavior of the owner/manager of MSMEs who takes sides with the natural environment.

The questionnaire used eight items adopted and modified from Lange and Dewitte (2019), Sugandini et al. (2019).

3. EMS is the strategic planning of MSMEs integrated with aspects of the natural environment in the formulation, implementation, and evaluation of company performance. The questionnaire uses six items adopted and modified from Padash et al. (2015) and Rohilla (2017).

4. Business performance is produced by batik MSMEs, unlike competing companies for the last five years. The questionnaire uses eight items adopted and modified from Muafi and Sugarindra (2019), Yadav et al. (2019), Muafi et al. (2019).

5. Environmental performance is produced by batik MSMEs, unlike competing companies for the last five years. The questionnaire uses eight items adopted and modified from Shahedul Quader et al. (2016) and Lucato et al. (2017).

For the determination of each group of proactive vs. reactive variables, a cut-off value is 3.5, from the score ranging from 1 to 7. Likewise, the following conditions must be met specifically for determining EMS: (1) 99 MSMEs that choose proactive EMS; (2) 63 MSMEs that choose reactive EMS. The data processing is carried out using Euclidean distance regression, a regression statistics technique. The results are known by considering the coefficient in which the results must be negative. If it produces a negative regression coefficient, the observed contingency variables will increasingly have a match with the organization's strategy; thus, it will improve business performance and environmental performance. The questionnaire has been examined by testing the validity and reliability, and the results indicate that the items and variables used are valid and reliable. The data processing technique is conducted using SPSS 16 software. The regression equation for the research model can be formulated as follows:

$$Y12 = a + bDist + e$$

where $Y12$ is business performance ($Y1$) and environmental performance ($Y2$); a is constant; b is the regression coefficient of each contingency variable; $Dist$ is a Euclidean distance variable.

4. Results and Discussion

4.1. Respondents' Description

The majority of MSMEs in Central Java Province, including Klaten, have their own business, in which the owner also manages batik business managed by women. The majority of MSMEs in Kebon Indah and Banyuripan groups use natural dyes, although a few still use mixed colors between synthetic and natural dyes. The age of the owner/manager of the MSMEs is mostly > years old, and they generally do not have waste disposal. This is reasonable considering that they believe that there is no toxic waste as they are using natural dyes. Therefore, it would not be harmful to the surrounding community.

4.2. Results

In the previous simple linear regression equation, the influence of each independent variable on business sustainability (business and environmental

performance) is examined using Euclidean distance regression. The results of the hypothesis test of EMS with the contingency variable of proactive GHRM and proactive PEB associated with business performance and environmental performance can be seen in Table 1.

Table 1. Results of hypothesis test regression of proactive EMS (n = 99)

Regression equation model	Coefficients (beta)	t-statistics	Sign	Note
H1. BP = a + b1 dist (EMS.GHRM)+e	-0.022	-0.211	0.000*	H1 accepted
H2. BP = a + b1 dist (EMS.PEB)+e	-0.094	-0.925	0.005*	H2 accepted
H3. EP= a + b1 dist (EMS.GHRM)+e	-0.184	-1.834	0.040*	H3 accepted
H4. EP = a + b1 dist (EMS.PEB)+e	-0.407	-4.370	0.000*	H4 accepted

* Sign. < 0.05

The regression equation used in the H1 and H2 testing in the proactive-EMS group shows a negative and significant regression coefficient in all equation models with the business performance as the dependent variable. The results of the t-statistics indicate that the significance of each hypothesis is less than 0.05; thus, H1 and H2 are accepted. The same condition also

occurs in the environmental performance; thus, H3 and H4 are accepted.

Furthermore, the results of the hypothesis on reactive EMS with contingency variable of reactive GHRM and reactive PB associated with business performance (BP) and environmental performance can be seen in Table 2.

Table 2. Results of hypothesis test regression of reactive EMS (n = 63)

Regression equation model	Coefficients (beta)	t-count	Sign	Note
H5. BP = a + b1 dist (EMS.GHRM)+e	0.032	0.243	0.811	H5 rejected
H6. BP = a + b1 dist (EMS.PEB)+e	0.028	0.212	0.835	H6 rejected
H7. EP= a + b1 dist (EMS.GHRM)+e	0.033	0.243	0.811	H7 rejected
H8. EP = a + b1 dist (EMS.PEB)+e	0.028	2.112	0.835	H8 rejected

* Sign. < 0.05

The regression equation used to test H5, H6, H7, and H8 in the reactive-EMS group indicates a positive regression coefficient (it does not have an alignment). However, it is not significant in all equation models. The results of the t-test show insignificant results in all equation models. The results of the t-test stated that the significance of each hypothesis is more than 0.05. This means that H5, H6, H7, and H8 were rejected on business performance and environmental performance.

4.3. Discussion and Implication

This study proves that there is an alignment between EMS and proactive GHRM. Thus it will be able to improve business sustainability (business and environmental performance) (H1 and H3 are accepted). The results also prove that there is no alignment between reactive EMS and reactive GHRM; thus, it cannot improve business sustainability (business and environment) (H5 and H6 are rejected). These results are in line with the previous studies and theories by Schuler and Jackson (1987), Noe et al. (2006), Berry and Rondinelli (1998), Rondinelli and Berry (1998), Mehta and Chugan (2015), Yong et al. (2019), Dumont et al. (2017), Mandip (2012). GHRM is a set of HR practices oriented toward green management practices. Therefore, the continuous and proactive improvement and development of the system in MSMEs is very important so that employees have strong engagement and involvement at work and an alignment with the environment (Yong et al., 2019; Mehta & Chugan, 2015). MSMEs are expected to have more business

sustainability in the long term when they pay attention to the company's strategic planning aspects. This is suggested by the prior research (Noe et al., 2006; Allen & Wright, 2009; Boxall & Purcell, 2003), especially when related to the strategic planning regarding the environment (Muafi & Uyun, 2021; Sudin, 2011; Wagner, 2013; Porter & van der Linde, 1995). In several findings, it is proven that MSMEs in the two groups focused on natural dye have realized that when they can implement GHRM well and correctly, then the business performance of the company will also increase. This condition also applies to the improvement of environmental performance. Unfortunately, sometimes the implementation of GHRM cannot be applied perfectly and thoroughly. This is due to limited human resources and other resources such as technology, venture capital, and organizational capabilities.

Regarding PEB, this study also found an alignment between proactive EMS and proactive PEB; therefore, it can improve the business sustainability (business and environmental performance) (H2 and H4 are accepted). The research findings also indicate no alignment between reactive EMS and reactive PEB; thus, it cannot improve business sustainability (business and environmental performance) (H7 and H8 rejected). These results are in line with the previous studies and theories by Ture and Ganesh (2014), Lee et al. (2014), Kee (2013), Schuler and Jackson (1987), Noe et al. (2006), Berry and Rondinelli (1998), Rondinelli and Berry (1998), Rachmawati and Handayani (2014), Steg

and Vlek (2009). Uwem et al. (2021) strengthened the finding that employees who have high PEB, which is aligned with the EMS owned by the company, will increase business and environmental performance and even the company's competitive advantage. Proactive PEB from employees must also be balanced with proactive PEB from the leader. The leader must always relate it with the green strategy that is implemented, which will impact the change and development of a sustainable green organization (Mishra, 2017). The practices of proactive GHRM and PEB can always be integrated into three stages of the company's strategic management process: strategy formulation, implementation, and performance evaluation. This is very important considering that it will impact the business sustainability of the company (Chahal et al., 2014). The environment and its conservation should be considered in the company's decision-making, including business processes from the upstream to downstream (Svensson & Wagner, 2011); therefore, it is not only concerned with business and economic issues (Salimath & Jones, 2011; Bonn & Fisher, 2011). Business sustainability can be the target for MSMEs so that, in the future, they can have a proactive and well-established EMS that has been prepared from the start so that MSMEs are no longer lazy and careless when allocating their resources according to their abilities. Environmental and business uncertainty must be anticipated to prepare commitments from owners and employees to operate efficiently and effectively. It is expected that, in the future, there will be associations that have proactive GHRM and PEB instead of reactive so that they can produce sustainable green industrial areas.

5. Conclusion

This study has examined and analyzed the alignment of GHRM practice and pro-environmental behavior (PEB) in their relation to environmental management strategy (EMS) in order to improve business sustainability (business and environmental performance) of natural dye Batik MSMEs in Central Java, Indonesia. The main findings of this study have proven that, in contingency, there is an alignment between environmental management strategy and proactive GHRM and PEB. This condition is very beneficial since it can increase the business and environmental performance of natural dye Batik MSMEs. However, this study also indicates different results in the context of reactive-environmental management strategy, in which there is no alignment between GHRM and PEB in reactive EMS; thus, it does not have an impact on business and environmental performance. Therefore, the finding of this study differs from that of the previous studies. The authors focused on the alignment and difference between proactive and reactive strategies practiced by MSMEs and found the most effective one for increasing business sustainability.

Furthermore, this study has provided significant

findings regarding the alignment of GHRM practice and PEB in its relationship with EMS to improve the business sustainability of MSMEs. It sheds light on how MSMEs can manage their business while also paying attention to the business and natural environment. From the results of this study, it is suggested that MSMEs also consider the environmental factors, which include PEB and EMS, to build a sustainable strategy for the future.

However, this study still has several limitations that future studies must consider. First, the population of this study is only limited to natural dye batik MSMEs in Klaten, Central Java. Therefore, it has not been able to capture all MSMEs with natural dye orientation in Central Java. Second, only a few MSMEs implement GHRM and PEB proactively. This is because they have limited capital, technology, competencies, and other resources. This makes it difficult for researchers to expand the scope of the population and research samples. Third, in reality, EMS practice is very difficult for MSMEs. The limited knowledge and competence of MSMEs' owners and managers is a separate obstacle when answering the questionnaire. Therefore, intensive and communicative assistance is needed from the researchers and the team.

Based on these limitations, the authors suggest that future researchers be more selective in choosing their population and consider its condition. Furthermore, there is a need to examine the role of other contingency variables such as green lifestyle (Ragas et al., 2017), management commitment (Mandip, 2012), psychological green climate (Dumont et al., 2017), and green transformational leadership (Singh et al., 2020) in the effort of business sustainability improvement in the future.

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Authors' Contributions

Muafi Muafi and Qurotul Uyun provided the research design, theoretical framework, and data analysis. Muafi Muafi collected data too. Muafi Muafi and Qurotul Uyun wrote and prepared the paper for publication.

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