

The Impact of Green Supply Chain Management Practices on Company Performance in the Cafe Industry in Cimahi City

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Keywords: Green Supply Chain Management; Eco-design; Green Manufacturing; Green Purchasing; Company Performance.

Abstract

Increasing environmental challenges and rising waste production have prompted businesses to adopt environmentally friendly and sustainable practices. The café industry, which is experiencing rapid growth in Indonesia particularly in the city of Cimahi contributes to environmental problems through the use of plastic packaging, single-use products, and operational waste. Consequently, the Using Green Supply Chain Management (GSCM) techniques has become increasingly important to support business sustainability and improve company performance. The purpose of this study is to investigate how corporate performance is affected by green supply chain management methods, which are exemplified by eco-design, green manufacturing, and green purchasing in cafes in Cimahi City. This study employs a quantitative approach using descriptive and associative analyses. Primary data were collected from 66 respondents comprising café owners and employees—via a questionnaire. Simple random sampling was used, and SPSS version 25 was used to do multiple regression analysis on the data. The outcomes show that respondents' perceptions of eco-design, green manufacturing, green purchasing, and overall company performance were generally categorized as moderate. At the same time, eco-design, the performance of businesses is significantly impacted by green manufacturing and green purchasing. However, when analyzed individually, eco-design does not significantly impact company performance, whereas in Cimahi City's cafés, green manufacturing and green purchasing have favorable and substantial benefits.

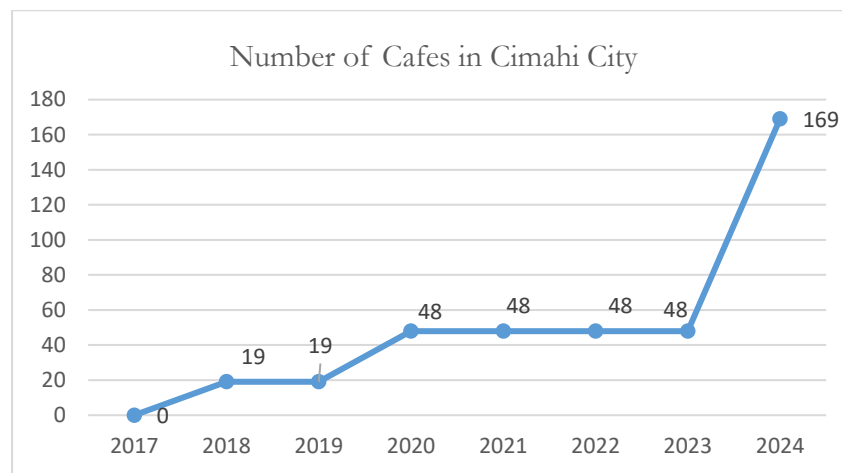
INTRODUCTION

Environmental sustainability has become one of the most critical global issues in recent decades. The rapid growth of industrial activity, urbanization, and changing consumption patterns has significantly increased the volume of waste and environmental degradation worldwide. According to global environmental reports, developing nations, like Indonesia, are nevertheless confronted with significant obstacles concerning waste management and environmental conservation. The increasing volume of plastic waste, food waste, and other non-biodegradable materials has raised significant environmental concerns and prompted organizations to adopt more sustainable business practices (Firdaus et al., 2025).

Indonesia is among the countries facing significant environmental challenges due to increasing waste production. National waste management data show that millions of metric tons of waste are generated annually, with the majority still unmanaged. Food waste and plastic waste account for the largest share of total waste production. Consequently, environmental sustainability has become a key concern for government agencies and business organizations (sipsn.kemenlh, 2024). To address this challenge, the Indonesian government has introduced various regulations that encourage businesses to adopt environmentally friendly practices. Law No. 3 of 2014 on Industry requires industrial organizations to manage natural resources efficiently, act responsibly toward the environment, and operate sustainably. Companies are encouraged to comply with green industry standards and integrate environmental considerations into their operational activities (Styawati et al., 2023).

It is the duty of small and medium-sized businesses (SMEs) as well as major corporations to adopt eco-friendly business practices. In Indonesia, SMEs make a significant contribution to national economic growth and account for nearly all business entities operating in the country (**Ludiya and Kurniawan, 2025**). Their contribution to job creation and regional economic development makes SMEs a vital component of sustainable development strategies. However, the growing number of SMEs also contributes to environmental issues if business operations are not managed responsibly.

One of the quickly expanding SME industries in Indonesia is the café industry. Cafés have become popular social and recreational destinations for people of various age groups. Cafés are often used as meeting places, workspaces, and educational environments (**Puglieri and María, 2021**). The rising popularity of cafés has contributed to a significant increase in the number of café businesses throughout Indonesia, including in the city of Cimahi.



Data from the Cimahi City Department of Culture, Tourism, Youth, and Sports shows that the number of cafes in Cimahi has increased significantly, reaching 169 cafes by 2024. The rapid growth of cafes has created both economic opportunities and environmental challenges. Cafe operations generally generate various types of waste, including plastic cups, straws, packaging materials, food scraps, and other single-use products. Several studies have identified cafes and restaurants as major contributors to municipal solid waste production. Consequently, environmental concerns are growing regarding the sustainability of café operations (**Akhmad et al., 2025**). In a study **Permatasari and Rosdiana, (2023)** it was found that the number of cafés and restaurants has increased over the past three years; thus, as these businesses continue to expand, the amount of waste they generate will also increase.

Year	Organic Waste	Inorganic Waste	Year by Year
2022	40.23%	46.9%	82,075.36
2023	60.46%	39.88%	84,025.77
2024	50.6%	49.4%	84,666.28

Data shows an increase in inorganic waste from 46.9% in 2022 to 49.4% in 2024 (**Mahandry and Taryana, 2025**).

In response to these challenges, many businesses have begun implementing environmentally friendly operational strategies through the implementation of green supply chain management practices. Green supply chain management constitutes the process of incorporating environmental factors into every aspect of the supply chain, including product design, purchasing decisions, distribution activities, production processes, and methods for managing garbage. Reducing environmental impact is the main goal of green supply chain management impact while

improving organizational efficiency and company performance. Through the implementation of environmentally responsible practices, organizations are expected to minimize waste, reduce energy consumption, improve resource efficiency, and create long-term competitive advantages (**Hongquan, 2024**).

Research by **Moko, (2023)**, shows that eco-design, corporate performance is positively and significantly impacted by green production and green purchasing. The creation of goods and services that reduce their negative effects on the environment throughout the course of their lives is known as eco-design. It emphasizes the use of eco-friendly materials, recyclable products, and resource-efficient designs. The implementation of eco-design enables organizations to reduce their environmental footprint without sacrificing economic benefits. Green manufacturing refers to environmentally responsible production activities that focus on reducing waste, improving resource efficiency, minimizing pollution, and increasing the use of recyclable materials. It is anticipated that the use of green manufacturing techniques will improve both environmental and economic performance. Green purchasing refers to procurement activities that consider environmental aspects in supplier selection and purchasing decisions. Organizations that implement green purchasing practices prioritize environmentally friendly products and suppliers that comply with environmental standards.

These research results are corroborated by **Naz et al. (2024)**, which demonstrates that green supply chain management has a favorable and noteworthy effect on corporate performance as measured by green manufacturing, purchasing, and eco-design and can significantly improve corporate performance. The results indicate that the better using supply chain management techniques, the higher the company's performance in achieving operational efficiency while reducing carbon emissions.

Implementing environmentally supply chain procedures allow businesses to improve operational efficiency, reduce production costs, enhance their corporate reputation, and increase customer satisfaction. Furthermore, environmental sustainability initiatives are increasingly becoming a key determinant of an organization's competitiveness in the modern business environment (**Moko, 2023**). However, a study of MSMEs in the food sector in Cimahi City found that GSCM has a strong influence on green innovation but does not yield positive results in terms of company performance, with the relationship being weak and insignificant; thus, performance improves when GSCM is accompanied by green innovation. The study's findings indicate that the adoption of green supply chains in SMEs faces challenges related to company performance, including limited human resources and inconsistent implementation (**Alia and Ratnamurni, 2025**).

These inconsistent findings indicate a research gap regarding the connection between company success and green supply chain management techniques, particularly in small-scale businesses such as cafes. Furthermore, the majority of earlier research has concentrated on the manufacturing industry and large corporations. Studies examining Methods of Green Supply Chain Management in the café business and other service-based SMEs remain relatively limited. This situation presents an opportunity to further investigate the use of Green Supply Chain Management techniques in the context of the café business in Indonesia.

Another important issue relates to the measurement of corporate performance. Previous research on environmentally friendly supply chain management has often emphasized environmental and operational performance indicators. In performance measurement, GSCM more frequently emphasizes environmental or operational performance, whereas in the café business, both financial and non-financial metrics can be used to evaluate performance. perspectives through the application of a balanced scorecard covering aspects such as sales growth, product attributes, customer relationships, image and reputation, sales service, and employee capacity. Performance can refer to how individuals carry out their tasks in terms of both quality and quantity while maintaining organizational commitment (**Nugraha and Kurniawan, 2022**).

Competition is becoming increasingly intense as the business environment changes at an ever-faster pace. A company's long-term competitiveness can be achieved through continuous innovation and improvement to gain a competitive advantage (Yun and Kurniawan, 2019). Some cafes have begun implementing innovations and improvements for the long term by adopting more environmentally friendly business concepts. For example, they are adopting eco-friendly concepts such as using reusable cups, reducing single-use plastics, designing open-concept cafes that utilize natural ventilation and lighting, and sourcing local ingredients. However, the green supply chain practices implemented by these cafes have not yet fully integrated into their overall business supply chain systems. Most cafes still focus on reducing plastic use in specific service areas. This includes the implementation of environmentally friendly supply chain procedures include waste management and green purchasing.

Distinctive to this study is its focus on examining the impact of eco-design, The impact of green purchasing and production on company performance in the café business using the Balanced Scorecard perspective. This approach offers a more thorough comprehension of how environmental sustainability procedures contribute to organizational performance in the context of small businesses.

Accordingly, this study examines the influence of eco-design, green manufacturing, and green purchasing on company performance in cafes in Cimahi City, both partially and simultaneously. The findings are anticipated to advance the body of literature on Green Supply Chain Management and provide practical recommendations for cafe owners and policymakers in promoting environmentally sustainable business practices.

METHODOLOGY

This study uses associative and descriptive research techniques in a quantitative manner. The descriptive method is used to describe green supply chain management adoption and company performance at cafes in Cimahi City, while the associative method is used to test the effects of eco-design, green purchasing, and green manufacturing on company performance. The quantitative method was used as it enables researchers to examine correlations between variables objectively through statistical analysis and hypothesis testing. This study was conducted at various café businesses operating in Cimahi City, West Java, Indonesia. The research location was selected because the café industry in Cimahi has experienced rapid growth and is increasingly adopting environmentally friendly business practices. Comprising the study population were café businesses operating in Cimahi City, totaling 169 cafés. This study used simple random sampling to select respondents. The Slovin formula was used to calculate the sample size, producing a target sample of 63. However, the final data successfully collected and processed for analysis came from 66 respondents.

Respondents were given a questionnaire to complete in order to collect data. Eco-design, green manufacturing, and green purchasing are examples of independent variables in this study. Company performance is the dependent variable.

Multiple regression analysis utilizing the Statistical Package for the Social Sciences (SPSS) program was the data analysis method employed in this investigation. The analysis procedure included measurement instrument validation to assess validity and reliability, as well as testing classical assumptions, which consisted of tests for heteroscedasticity, multicollinearity, and normality. However, before conducting these tests, the data needed to be transformed or converted to a measurement scale compatible with the analysis technique to be used. Therefore, the researcher converted the ordinal measurement scale to an interval scale using the Method of Successive Intervals (MSI). Hypothesis testing was performed using multiple regression with a

5% significance threshold ($p\text{-value} < 0.05$) to assess the effects of eco-design, green manufacturing, and green purchasing on company performance.

RESULTS AND DISCUSSION

Respondent Characteristics

66 Cimahi City café owners and staff members participated in this survey as responders. The respondents represented various demographic characteristics, including gender and age.

Respondent Characteristics

Description	Number	Percentage
Gender		
Male	37	56.1%
Female	29	43.9%
Age		
<20 years	10	15.2%
20–30 years	48	72.7%
>30 years	8	12.1
Position/Job Title		
Owner	10	15.2%
Employees	56	84.8%

The respondents in this study were café owners and employees located in and around the city of Cimahi. A total of 66 respondents were surveyed, with men constituting the majority (56.1%). Most respondents were between the ages of 20 and 30 (72.7%) and held the position of employee (84.8%). This background information is important to note because it relates to the respondents' answers to all the statements in the questionnaire, which reflect their demographic characteristics and their positions or job titles.

Descriptive Analysis of Variables

Eco-design (X_1)

This section presents a descriptive analysis of respondents' responses regarding the variables of eco-design, green purchasing, green manufacturing, and company performance. The outcomes of the descriptive analysis regarding eco-design, green purchasing, green manufacturing, and company performance in the café business in Cimahi provide a comprehensive overview of the conditions that influence business sustainability. The interpretation of these categories is based on the average values on an interval scale designed to measure the level of perception regarding factors that influence business sustainability.

Eco-design is an approach to product development that integrates sustainability with cost efficiency, material selection, and design to reduce environmental impact without increasing production costs (Marlita and Jatningsih, 2025). The descriptive analysis shows that the implementation of eco-design among cafes in Cimahi City is categorized as moderate, with an

overall average of 3.15. This variable was measured using six statement indicators included in the questionnaire. These findings indicate that cafes have begun to adopt environmentally friendly product designs and materials, although implementation remains inconsistent and requires further improvement. This issue may stem from the high costs associated with procuring environmentally friendly raw materials and packaging.

Table: Description of the Eco-design Variable

Variable	Total Score	Category
Eco-design	3.15	Moderate

Green Manufacturing (X₂)

Green manufacturing is an approach to the production process that aims to reduce negative environmental impacts through energy effectiveness, waste minimization, alongside the effective utilization of resources (Bendig et al., 2023). The study's findings show that the application of green manufacturing is categorized as moderate, with a total score of 3.23. This variable was measured using five statement indicators included in the questionnaire. These findings indicate that some cafes have implemented waste reduction practices, such as using a first-in, first-out system to prevent raw materials from expiring and avoid waste, as well as resource efficiency measures, although environmentally friendly operational activities have not yet been fully optimized.

Table: Description of Green Manufacturing Variables

Variable	Total Score	Category
Green Manufacturing	3.23	Moderate

Green Purchasing (X₃)

Green purchasing is a strategy for companies to integrate environmental considerations into the production process and ensure that suppliers meet environmental standards (Balin, 2025). Descriptive findings indicate that green purchasing practices are also categorized as moderate, with a total score of 3.10. This variable is measured through four statement indicators used in the questionnaire. Most cafes have not yet fully integrated environmental considerations into their supplier selection and procurement decisions. This may be influenced by the relatively high cost of equipment and the limited availability of products on the market.

Table: Description of Green Purchasing Variables

Variable	Total Score	Category
Green Purchasing	3.10	Moderate

Company Performance (Y)

Company performance is the result of a company's activities that can be used as a benchmark for assessing success, as determined by the level of profitability or the capacity of the business to make money. The research results show that company performance among cafes in Cimahi City is categorized as moderate, with a total score of 3.33. This variable was measured using seven statement indicators included in the questionnaire. Although some cafes have demonstrated satisfactory company performance, improvements are still needed from the perspectives of finance, customers, internal processes, and learning. Particularly regarding the implementation of environmentally friendly practices to encourage owners and employees to carry out work procedures in accordance with environmentally friendly operational standards, cafe owners need to provide regular training and supervision to their employees.

Table Description of Company Performance Variables

Variable	Total Score	Category
Company Performance	3.33	Moderate

Instrument Validation

Validity Test

The results of the study show that the correlation coefficients for every questionnaire item are higher than the threshold value of the Pearson correlation coefficient, with a table r 0.248 is the value. As a result, any research tool is considered legitimate and may be utilized for additional investigation.

Table of Validity Test Results

Variable	Results
Eco-design	Valid
Green Manufacturing	Valid
Green Purchasing	Valid
Company Performance	Valid

Reliability Test

The reliability test's findings demonstrate that every variable has a Cronbach's alpha value higher than 0.70, proving the validity of the research tool.

Table of Reliability Test Results

Variable	Conclusion
Eco-design	Reliable
Green Manufacturing	Reliable
Green Purchasing	Reliable
Company Performance	Reliable

Classical Assumption Test

Normality Test

The effects of the normalcy test on company performance for the variables eco-design, green manufacturing, and green purchasing in the café business in Cimahi City show that the significance value (sig.) is $0.200 > 0.05$, demonstrating the normal distribution of the study's data.

Table of Normality Test Results

Test	Conclusion
Kolmogorov-Smirnov	Normal Distribution

Multicollinearity Test

All of the variables eco-design, green manufacturing, and green purchasing demonstrate tolerance values above 0.10 and VIF values below 10. according to the multicollinearity test findings. Consequently, no multicollinearity issue is present within the regression model.

Table of Multicollinearity Test Results

Variable	Conclusion
Eco-design	No multicollinearity

Green Manufacturing	No multicollinearity
Green Purchasing	No multicollinearity

Heteroscedasticity Test

The heteroscedasticity test findings demonstrate that the variables eco-design, green manufacturing, and green purchasing yield with significance values exceeding 0.05, the regression model is considered free from heteroscedasticity.

Table of Heteroscedasticity Test Results

Variable	Conclusion
Eco-design	No heteroscedasticity
Green Manufacturing	No heteroscedasticity
Green Purchasing	No heteroscedasticity

Multiple Linear Regression Analysis

The regression analysis shows that green supply chain management techniques improve company performance. However, only green manufacturing and green purchasing significantly affect company performance, while eco-design does not significantly affect company performance.

Table of Multiple Linear Regression Results

Variables	Unstandardized coefficients	Standardized Coefficients	Direction of Effect
Eco-design (X_1)	0.158	0.147	Positive but Not Significant
Green Manufacturing (X_2)	0.278	0.134	Positive and Significant
Green Purchasing (X_3)	1.104	0.207	Positive and Significant

Partial Hypothesis Testing (t-test)

Table of Partial Hypothesis Test Results

Variable	t-value	t-table	Decision
Eco-design (X_1)	1,075	1,998	Not Supported
Green Manufacturing (X_2)	2,068	1,998	Supported
Green Purchasing (X_3)	5,346	1,998	Supported

The analysis results show that for the eco-design variable, The crucial t-value is greater than the computed t-value: $1.075 < 1.998$. Therefore, H_a is rejected and H_o is approved. This means that there is no partial impact of the eco-design variable on company performance. For green manufacturing, the results show that for the green manufacturing variable, The computed t-value ($2.068 > 1.998$) is higher than the crucial t-value; therefore, H_a is accepted and H_o is rejected. This means that the green manufacturing variable has a partial effect on company performance. Next, according to the findings, the computed t-value (5.346) for the green purchase variable is higher than the essential t-value (1.998). As a result, H_o is rejected while H_a is approved. This indicates that there is a partial impact of the green purchasing variable on

business success.

Simultaneous Hypothesis Testing (F-Test)

The simultaneous test's findings demonstrate that eco-design, green manufacturing, and green purchasing all significantly impact company performance. The F-test calculation yields a calculated F-value of $96.848 > 2.75$ and a significance level of $0.000 < 0.05$.

Table of Simultaneous Hypothesis Test Results

Variables	F calculated	F-table	Sig.	Prob.	Notes
X1, X2, X3 on Y	96.848	2.75	0.000	0.05	Significant

Coefficient of Determination

According to the coefficient of determination, green supply chain management techniques have a major contribution to explaining company performance among cafes in Cimahi City. This is demonstrated by the 0.824 coefficient of determination (R^2) value. This indicates that the eco-design factors, green purchasing and manufacturing may have an 82.4% impact on business success, which falls within the criteria for high/strong influence. Meanwhile, Other factors outside the purview of this study have an impact on 17.6%.

Table of Coefficients of Determination

Indicator	Value
R-Square	0.824

Hypothesis Testing

- H1: Eco-design does not have a significant partial effect on company performance in the café business in Cimahi City, as indicated by the calculated t-value of $1.075 < \text{critical t-value of } 1.998$; therefore, H_0 is accepted and H_1 is rejected, meaning that increased implementation of eco-design has not yet been able to have a significant impact on improving company performance in the café business in Cimahi City.
- H2: Green manufacturing has a significant partial effect on company performance in the café industry in Cimahi City. This is evident from the calculated t-value of $2.068 > \text{critical t-value of } 1.998$; therefore, H_0 is rejected and H_1 is accepted, meaning that the better a café implements green manufacturing, the higher its resulting company performance.
- H3: Green purchasing has a significant partial effect on company performance in the café industry in Cimahi City. The calculated t-value of 5.346 is greater than the critical t-value of 1.998, so H_1 is accepted and H_0 is rejected; this means that the better a café implements green purchasing, the higher its resulting company performance.
- H4: The effect of green supply chain management practices on company performance in the café business in Cimahi City is significantly influential simultaneously. The calculated F-value of 96.848 is greater than the critical F-value of 2.75, with a significance level of $0.000 < 0.05$; therefore, H_1 is accepted and H_0 is rejected.

DISCUSSION

The Effect of Eco-Design on Company Performance

The results show that company performance is not much impacted by eco-design in cafes in Cimahi City. These results suggest that the implementation of eco-design practices has not yet been able to directly improve company performance. Although some cafes have made efforts to adopt environmentally friendly packaging and products, these initiatives have not been implemented comprehensively or consistently.

One possible explanation is that the implementation of eco-design among cafes is still in its early stages. Most cafes continue to prioritize operational efficiency and cost considerations over investing in environmentally friendly product design. The adoption of recyclable packaging, biodegradable materials, and sustainable product development often requires additional investment that may be difficult for small businesses to bear.

In addition, customers may not yet fully consider eco-design practices when making purchasing decisions. As a result, the implementation of eco-design has not yet yielded substantial economic benefits capable of significantly improving company performance.

These findings are consistent with the research **Vernier et al., (2022)**, which reported an insignificant relationship between eco-design and organizational performance, particularly among small and medium-sized enterprises facing financial and technological constraints. However, these results differ from studies showing that eco-design makes a positive contribution to organizational competitiveness and customer loyalty.

This inconsistency suggests that the effectiveness of eco-design depends heavily on organizational readiness, customer awareness, and the extent to which environmental initiatives are integrated into business strategy.

The Impact of Green Manufacturing on Company Performance

The results show that green manufacturing significantly and favorably affects company performance. These results show that environmentally friendly operational practices contribute positively to the performance of cafes in Cimahi City.

Environmentally friendly manufacturing methods like waste minimization, effective utilization of raw materials, energy conservation, and environmentally responsible production processes, enable cafes to improve operational efficiency and reduce unnecessary costs. These practices can also enhance the organization's reputation and strengthen relationships with environmentally conscious customers.

These findings support the argument Asniwati et al., 2023) that sustainable operational practices can yield both environmental and economic benefits. Organizations that implement

environmentally friendly manufacturing activities tend to increase productivity, optimize resource utilization, and enhance long-term competitiveness.

These results are consistent with the research **Kusuma et al., (2024)**, which came to the conclusion that a company's performance improved with the application of green manufacturing.

For the café business in Cimahi City, these findings indicate that increasing the adoption of environmentally friendly manufacturing practices can be an effective strategy to improve organizational performance while supporting environmental sustainability.

The Impact of Green Purchasing on Company Performance

These findings demonstrate that green purchasing significantly and favorably affects company performance. These results indicate that procurement activities that consider environmental criteria make a positive contribution to company performance.

Green purchasing practices encourage businesses to select suppliers that provide environmentally friendly products and comply with environmental standards. By using sustainable materials and responsible suppliers, organizations can improve product quality, strengthen their environmental image, and increase customer trust.

Furthermore, environmentally responsible procurement practices help organizations reduce environmental risks and improve supply chain sustainability. Customers increasingly value businesses that demonstrate environmental responsibility, and this positive perception can contribute to improved organizational performance.

These findings support previous studies reporting a significant relationship between green purchasing and corporate performance. **Asniwati et al., (2023)** state that the implementation of green purchasing improves company performance. They explain that the better the implementation of green purchasing, the greater the improvement in corporate performance. Findings from the research **Ali et al., (2022)** show that green purchasing significantly contributes to reductions in energy costs, material procurement costs, waste disposal volume, and waste treatment costs.

The Combined Effect of Green Supply Chain Management Practices on Company Performance

A simultaneous analysis indicates that eco-design, sustainable purchasing and production together have a big effect on business success among cafes in Cimahi City. This finding aligns with the opinion **Ambarwati et al., (2025)** who state that the outcomes using sustainable supply chain management (GSCM) improve business success, particularly for SMEs; the better the implementation of GSCM, the greater the resulting performance improvement. In the research

findings **Fatima, (2022)** it is stated that companies that implement green supply chain management practices are preferred by customers over those that do not.

Implementing green supply chain management practices enables organizations to improve operational efficiency, reduce environmental impact, strengthen corporate reputation, and create added value for customers. Therefore, sustainable environmental practices should be viewed as a strategic investment, not merely an environmental obligation.

CONCLUSION

Investigating green supply chain management practices, including eco-design, constitutes the primary objective of this study, green manufacturing, also purchasing affect company performance among cafes in Cimahi City.

Based on the analysis results, the use of green manufacturing, green purchasing, eco-design, and overall company performance are generally categorized as moderate. Eco-design has no significant effect on company performance. These findings indicate that environmentally friendly product design practices have not yet yielded substantial benefits capable of directly improving company performance among cafes in Cimahi City. Green manufacturing, has a favorable and noteworthy impact on business success, however. Green manufacturing activities contribute to improved organizational efficiency and effectiveness. Green purchasing significantly and favorably affects company performance. Green purchasing practices help businesses improve supply chain sustainability and strengthen organizational competitiveness. Eco-design, green purchasing and production together have a big effect on business success, indicating that the integration of environmental practices throughout the supply chain makes a positive contribution to company performance.

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