

“The mediating role of green business strategy for the relationship between environmental and marketing performance in SMEs”

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THE MEDIATING ROLE OF GREEN BUSINESS STRATEGY FOR THE RELATIONSHIP BETWEEN ENVIRONMENTAL AND MARKETING PERFORMANCE IN SMES

Abstract

SMEs in East Java, Indonesia, play a crucial role in supporting the national economy, yet they continue to face significant obstacles in the context of global competition. Key challenges include limited access to financial capital, suboptimal adoption of green business strategies and technology, low awareness regarding environmental performance in business operations, and the need for human resource development. Furthermore, a substantial number of SMEs operate informally, which restricts their ability to access policy support and broader markets. This study aims to examine the mediating effect of green business strategy on the relationship between environmental performance and the marketing performance of SMEs. The analysis was conducted with 103 randomly selected batik SME entrepreneurs in East Java. A quantitative approach was employed, involving structured surveys and data analysis using the SEM-PLS technique. The empirical findings reveal that environmental performance has a significant positive impact on green business strategy (significance value $p = 0.000^{***}$), and green business strategy, in turn, positively affects the marketing performance of SMEs ($p = 0.003^{***}$). Additionally, environmental performance also directly contributes significantly to SME marketing performance ($p = 0.001^{***}$). Indirectly, green business strategy is proven to mediate the relationship between environmental performance and SME marketing performance ($p = 0.004^{***}$). These results indicate that environmental performance not only directly influences SME marketing performance but also exerts an indirect effect by strengthening green business strategies.

Keywords

environmental, marketing, SMEs performance, green business, strategy, Indonesia

JEL Classification

M31, Q56, L26

INTRODUCTION

Batik SMEs in East Java, Indonesia, play a pivotal role in fostering national economic growth and generating employment opportunities. In addition to serving as a major source of domestic income, these SMEs contribute to economic resilience by implementing environmentally friendly business strategies. Nevertheless, intensifying market competition, evolving consumer preferences, and the influence of larger corporations necessitate that SMEs adopt robust and adaptive strategies to maintain their market presence. Such strategies include strengthening environmental performance within their business operations, aligning with market demands, and formulating environmentally conscious business approaches to meet the changing expectations of consumers (Nicolescu & Rîpa, 2024).

Batik SMEs are encouraged to adopt digital innovation and develop products that align with current market needs, such as implementing

environmentally sustainable business practices, in order to address existing challenges. Limitations in resources, including financial capital, technological access, and the adoption of green business strategies, remain significant obstacles to the marketing performance of these SMEs. To achieve sustainable growth, SMEs must implement strategies that optimize their existing assets, such as enhancing environmental performance and integrating green business strategies. These efforts are expected to generate sustainable value and strengthen the competitive position of batik SMEs both locally and internationally (Aloqool et al., 2022).

Batik SMEs in East Java, Indonesia, face significant challenges in adopting green business strategies, primarily due to weaknesses in environmental business performance and the suboptimal implementation of environmentally friendly operational practices. One of the main issues is the difficulty these SMEs encounter in effectively executing green business strategies, even though these are crucial for enhancing environmental business performance and achieving marketing outcomes that align with increasingly eco-conscious market trends. Resource limitations, such as restricted access to technology that supports green business initiatives, further exacerbate these challenges. Consequently, these constraints hinder the ability of batik SMEs to fully optimize the application of green business approaches in order to achieve improved and sustainable environmental business performance.

1. LITERATURE REVIEW AND HYPOTHESES

According to Laily et al. (2025), SME marketing performance requires the alignment of competitive strategy with sustainable marketing. Marketing performance for SMEs can be achieved sustainably as long as they possess distinctive marketing resources leveraging the resource-based view (RBV) framework (Laily et al., 2025). The natural resource-based view (NRBV) highlights the competitive edge firms can acquire by utilizing resources proficiently (Laily et al., 2025). Academic research suggests a strong positive correlation between a company's green business strategy, its environmental performance, and the effectiveness of its marketing strategy within SMEs (Keskin et al., 2020; Mikial et al., 2020). The enhanced environmental marketing performance with the value of the company relationship is aided by the good corporate governance brought by the independent board of the corporation (Napitupulu et al., 2023). For SMEs, environmental performance tends to yield better outcomes for marketing strategy performance (Laily et al., 2025).

Adopting sustainable business practices can improve an SME's environmental performance and marketing approach. As noted by Lun et al. (2015), these strategies not only lower expenses

but also improve marketing strategies aimed at the company's satisfaction and operational effectiveness. Successful marketing strategies can also include competitive pricing, strong customer service, and appropriate advertising, all of which previous studies show can enhance consumer satisfaction (Cakici et al., 2019). Also, obtaining customer satisfaction from the services offered requires a deep understanding of the consumers and their behavior (Grewal et al., 2009). Numerous studies have investigated the marketing strategies employed by SMEs to effectively promote their products, particularly in the post-pandemic era (Zutshi et al., 2021). Such strategies included (Otengei & Ahebwa, 2020) bettering the quality of the food and beverages offered, improving service, and coming up with innovative ways to adapt to changing consumer needs.

Due to financial limitations, small to medium-sized enterprises (SMEs) are often unable to adopt an environmentally sustainable form of strategy-performance to cut expenses on everything beyond the bare essentials, including the necessary funding for these initiatives. Memon et al. (2020) studied how marketing strategies for SMEs supported environmentally sustainable forms of strategy-performance eco-fundamentals. Banerjee (2002) highlighted the need for the top management of the company

to include strategy-performance elements in the company's decisions. Tarkang et al. (2022) reinforced the need for responsible leadership. The constructs of environmental strategy performance and SME marketing strategy performance are argued by Barney (1991), who, based upon the resource-based view theory, cites distinctive resources to determine competitive advantage. There is a positive correlation between business strategy and environmental strategy performance, and SME marketing strategy performance. Bıçakcıoğlu et al. (2020) with Memon et al. (2020) showed close relations between sustainable practices and competitive strategies. SME practitioners have the capacity to adapt their operations for environmental strategy performance and SME marketing strategy performance (Sabihaini et al., 2024). Laily et al. (2025) argue that there is a need to reduce environmental strategy-performance and amplify SME marketing strategy-performance.

Prior research suggests that a lack of internal drive for social acceptance and a need for social capital undermine the adoption of sustainable business practices by SME marketing strategy performance in the local communities (Thomas et al., 2022). Moreover, lack of capital is the primary barrier inhibiting SME marketing strategy performance in adopting eco-friendly business strategies (Laily et al., 2025). Laily et al. (2025) studied eco-friendly business strategy performance and marketing in SMEs and focused on the impact of training and development policies on the performance of SMEs. The research findings further suggest that a strong and legitimate SME marketing strategy is essential for performance.

This paper investigates the interplay between environmental performance, marketing performance, and the mediating influence of green business strategy within Indonesian batik SMEs. Specifically, it aims to elucidate the direct impact of environmental performance on marketing outcomes and to analyze the extent to which green business strategy moderates this relationship, all within the Indonesian market context.

The critical need for this investigation, as illustrated in Figure 1, is to understand the role of innovation capabilities in mediating the relation-

ship between the environmental performance and marketing performance of batik SMEs enterprises. Focusing on the SME sector, which commonly faces constraints in resources and intense competition, we aim to provide significant practical value for developing more effective green business strategies tailored for SMEs. Furthermore, this study endeavors to offer academic contributions by filling identified gaps in the current body of knowledge and presenting original insights into the role of green business strategy as a mediator between environmental performance and the marketing outcomes of SMEs (AlTaweel & Al-Hawary, 2021; Gangwani & Bhatia, 2024). Based on the theoretical review and empirical studies, the objectives of this research are as follows:

1. To identify and evaluate the effect of environmental performance on green business strategy.
2. To identify and evaluate the effect of green business strategy on SME performance.
3. To identify and evaluate the effect of environmental performance on SME performance.
4. To identify and evaluate the mediating role of green business strategy in the relationship between environmental performance and SME performance.

In accordance with the formulated research problem, the study posits the following hypotheses:

H1: There is a positive correlation between environmental performance and the implementation of green business strategy.

H2: Adopting a sustainable business approach enhances the marketing effectiveness of SMEs.

H3: The environmental performance of SMEs positively influences their marketing success.

H4: A company's green business strategy acts as a mediator in the connection between its environmental performance and marketing success.

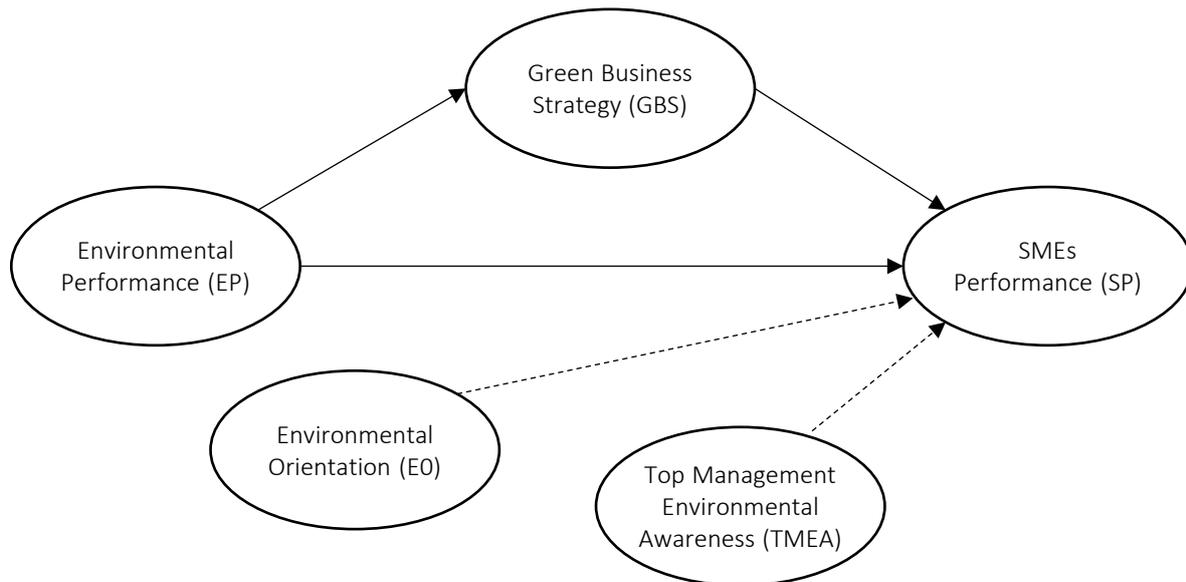


Figure 1. Conceptual framework

2. METHODOLOGY

This analysis investigates the relationship between the environmental and marketing performance of batik SMEs in East Java, Indonesia, highlighting the significant mediating influence of green business strategies. A sample of 103 batik SMEs in East Java was randomly selected, with a 95% confidence level and a 5% margin of error, focusing on artisans demonstrating experience and expertise relevant to the study's parameters. Data were gathered through an online survey disseminated via social media platforms and administered using Google Forms, with responses measured on a 5-point Likert scale. The content's validity was confirmed through a rigorous expert review process involving five academics from Wijaya Putra University Surabaya and five experienced batik SME artisans. This evaluation yielded an item-objective congruence index of 0.80, signifying statistical validity (Sabihaini et al., 2024).

Ethical approval for data collection, conducted between September and December 2024, was obtained from the Research and Community Service Institute of Wijaya Putra University Surabaya. The primary aim of this investigation was to evaluate the performance of small and medium-sized enterprises. Participants were informed of the research goals through a letter of participation before the commencement of the study. The survey collected data from 103 batik small and medium-sized enterprise artisans located in East Java, Indonesia.

The performance of SME marketing strategies refers to how effectively a business operates within a specific period. The evaluation of SME marketing strategy performance is conducted using the Balanced Scorecard (BSC) approach. The Balanced Scorecard comprises four key components and associated metrics, which are assessed through 12 questionnaire items (Sabihaini et al., 2024).

Environmental strategy performance is defined as a business strategy that specifically emphasizes the organization's environmental performance. This strategy is an integral part of the organization's efforts to address various environmental issues encountered in daily operations and is assessed using a 12-item questionnaire (Laily et al., 2025).

A green business strategy involves integrating environmental aspects into the organization's overall strategic planning to enhance environmental performance. This strategy comprises multiple components and metrics that support the implementation of sustainable business practices, as assessed by an 18-item questionnaire (Sabihaini et al., 2024).

Environmental strategy orientation reflects the extent of a company's environmental awareness and the approaches it adopts to address environmental challenges. This variable is assessed using a 6-item questionnaire (Laily et al., 2025).

Top management environmental awareness encompasses the commitment, attitudes, and values of senior management regarding environmental issues. This awareness plays a crucial role in the formulation and implementation of the company's overall environmental protection strategy and is measured by a 9-item questionnaire (Sabihaini et al., 2024).

Multivariate analysis, employing SEM-PLS 3.0 techniques, was utilized to process a select set of variables, thereby simultaneously assessing their collective impact. The SmartPLS 3.0 software facilitated the analysis of collected data to investigate the interrelationships between environmental performance (independent variable), green business strategy (mediating variable), and SME marketing performance (dependent variable). We utilized instrument validity and reliability evaluations to guarantee the trustworthiness of the gathered information, verifying that each survey question adhered to established validity and reliability criteria.

The analysis followed established ethical guidelines, ensuring respondent confidentiality and securing informed consent before data collection. Participants received comprehensive information regarding the study's objectives, potential consequences, and the value of their contribution. As no financial incentives were offered, participation was entirely voluntary.

Table 1. Distribution of respondents

Characteristics	Category	Quantity	Percentage
Gender	Man	67	67%
	Female	36	33%
Age	20–30 years old	10	11%
	31–40 years old	25	24%
	41–50 years old	39	37%
	51–60 years old	24	22%
	61–70 years old	5	6%
Education	Elementary school	16	16%
	Junior high school	15	15%
	Senior High School	40	39%
	3-year diploma	8	10%
	Bachelor's degree	24	21%
Length of Business	1–5 years	8	9%
	6–10 years	35	33%
	11–15 years	25	23%
	16–20 years	24	22%
	> 20 years	13	13%
Total		103	100%

Table 1 reveals a high diversity among respondents. Most are male (66%) and predominantly aged 41–50 years (37%), with other age groups also represented. High school graduates constitute the largest educational segment (38%), followed by those with bachelor's degrees and other qualifications. The majority have operated their businesses for 6–10 years (33%). This diversity in gender, age, education, and business duration indicates that respondents possess a wide range of experiences and backgrounds. Therefore, the findings are expected to comprehensively reflect the conditions of batik SME artisans in East Java.

3. RESULTS

SmartPLS was employed for the analysis due to its suitability for examining mediation effects, accommodating smaller sample sizes, and handling second-order constructs. Furthermore, SmartPLS offers validity testing capabilities not present in SPSS (Laily et al., 2025). The descriptive statistics are detailed in Table 2. The skewness and kurtosis values suggest that the data adhere to a normal distribution, as all recorded values are within the acceptable ± 2 range (Laily et al., 2025).

We employed an algorithmic method to determine factor loadings, validity, and reliability during the first SmartPLS analysis (see Figure 2). The validity criteria set forth by Laily et al. (2025) were met by all constructs, as demonstrated in Table 4, which confirmed that every item in our sample possessed adequate factor loadings and exhibited no significant cross-loading as their discriminant and convergent validity are greater than 0.70 and 0.50, respectively. Additionally, all constructs meet the reliability criteria set by Laily et al. (2025) as their composite reliability is above the 0.70 threshold. The validity and reliability results for each construct are shown in Table 3.

According to the *R*-squared, green business strategies account for 53% of SME success, while 47% is attributed to external variables that were not investigated in this study. 85% of SME marketing strategy performance can be explained by their performance, with 15% coming from unexamined factors. According to Laily et al. (2025), effect sizes (f^2) of 0.02, 0.15, and 0.35 were interpreted as small, moderate, and large, respectively. The findings in-

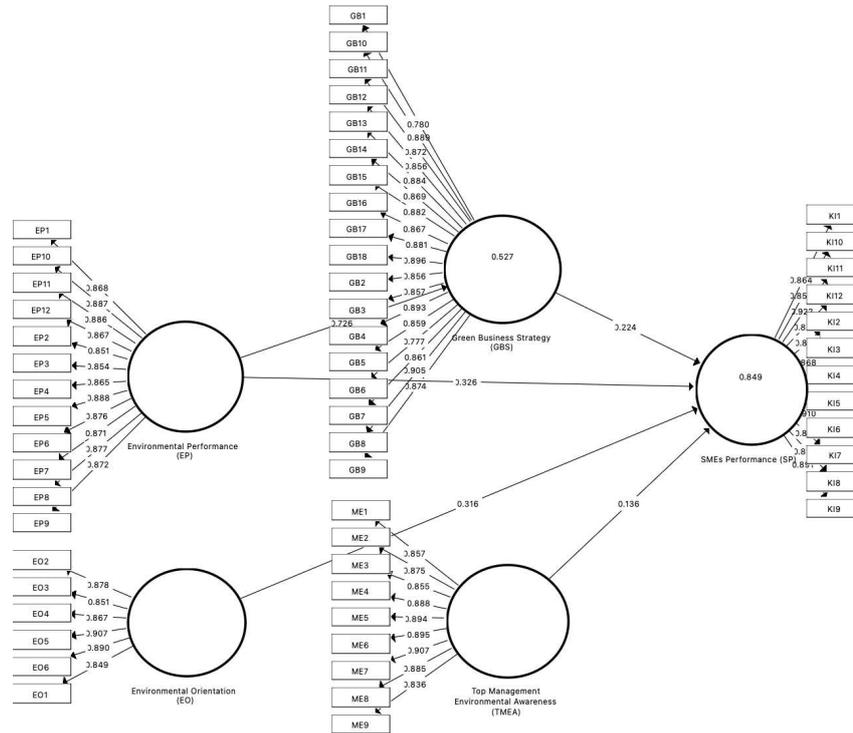


Figure 2. Structural model

Table 2. Descriptive statistics

Variable	Mean	Min	Max	Standard Deviation	Kurtosis	Skewness
Environmental Orientation	0.000	-3.105	1.456	1.000	0.120	-0.821
Environmental Performance	0.000	-3.136	1.445	1.000	0.125	-0.801
Green Business Strategy	0.000	-2.891	1.334	1.000	-0.030	-0.800
SME Performance	0.000	-2.975	1.360	1.000	-0.126	-0.727
Top Management Environmental Awareness	0.000	-2.755	1.318	1.000	-0.356	-0.741

Table 3. Validity and reliability

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Environmental Orientation	0.938	0.939	0.951	0.763
Environmental Performance	0.971	0.972	0.974	0.760
Green Business Strategy	0.980	0.980	0.982	0.748
SME Performance	0.975	0.975	0.978	0.784
Top Management Environmental Awareness	0.962	0.964	0.968	0.770

indicate that environmental strategy effectiveness exerts a significant, moderate influence on both SME marketing strategy performance and green business strategy. The Q^2 results for green business strategy (0.421) and SME marketing strategy performance (0.657) show predictive relevance.

interdependence of environmental strategy performance and green business strategy by revealing a significant correlation between the two. Compared to other elements, these constructs exhibit superior discriminant validity, ensuring the resilience of the measurement model.

Table 5 shows that the SME marketing strategy performance and green business strategy are strongly correlated. The findings highlight the

To affirm the structural relationships, some standards must be followed. Discriminant validity is sufficiently captured when the HTMT ratio value

Table 4. R-squared, f-squared, and Q2 evaluation

Variable	R-squared	R-squared Adjusted
Green Business Strategy	0.527	0.522
SMEs Performance	0.849	0.843
f-squared		
Green Business Strategy	SME Performance	
Environmental Orientation		0.166
Environmental Performance	1.113	0.159
Green Business Strategy		0.109
Top Management Environmental Awareness		0.027
Constructs		
Constructs	Q ²	
Green Business Strategy	0.386	
SME Performance	0.657	

Table 5. Heterotrait-monotrait ratio and correlation

Variable	EO	EP	GBS	SP	TMEA
Fornell-Larcker Criterion					
Environmental Orientation	0.874				
Environmental Performance	0.832	0.872			
Green Business Strategy	0.758	0.726	0.865		
SME Performance	0.864	0.865	0.807	0.886	
Top Management Environmental Awareness	0.793	0.835	0.790	0.835	0.877
Heterotrait-Monotrait Ratio (HTMT)					
Environmental Orientation					
Environmental Performance	0.871				
Green Business Strategy	0.789	0.741			
SME Performance	0.903	0.887	0.825		
Top Management Environmental Awareness	0.833	0.862	0.811	0.860	

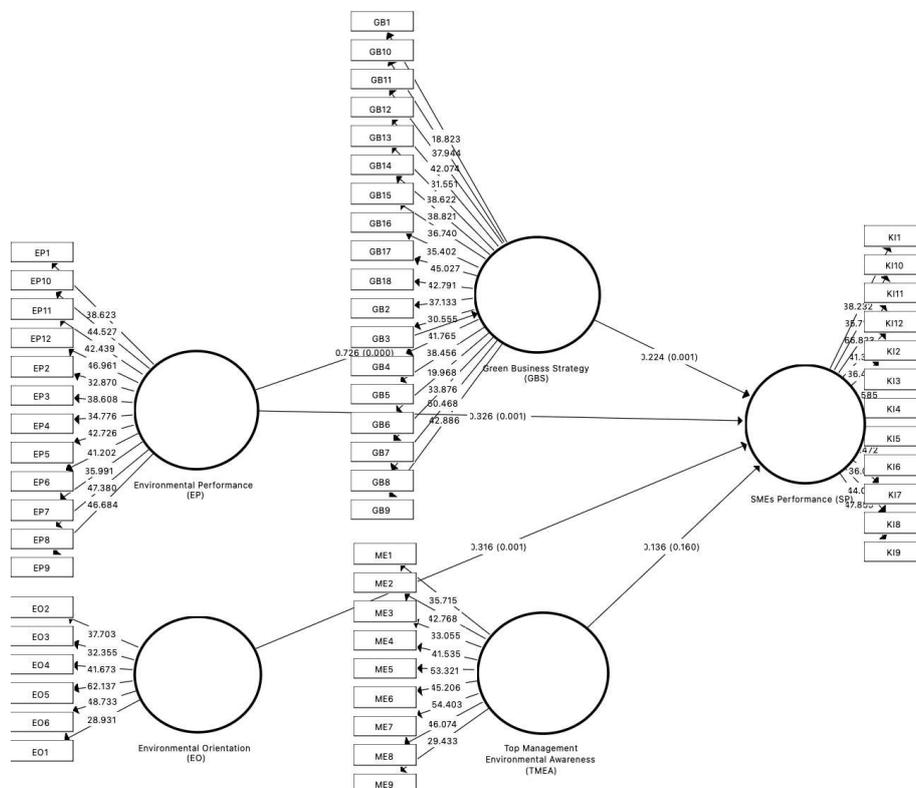


Figure 3. Bootstrapping in the second structural model

Table 6. Direct and indirect effects

Direct Effects	Original Sample	T Statistics	P Values	Information
H1_ Environmental Performance → Green Business Strategy	0.726	12.652	0.000***	Accepted
H2_ Green Business Strategy → SME Performance	0.224	3.017	0.003***	Accepted
H3_ Environmental Performance → SME Performance	0.326	3.281	0.001***	Accepted
Control Variable	Original Sample	T Statistics	P Values	Information
Environmental Orientation → SME Performance	0.316	3.330	0.001***	Accepted
Top Management Environmental Awareness → SME Performance	0.136	1.397	0.163	Rejected
Indirect Effects	Original Sample	T Statistics	P Values	Information
H4_ Environmental Performance → Green Business Strategy → SME Performance	0.162	2.878	0.004***	Accepted

Note: ***sig<0.0 (1%), **sig<0.05 (5%), *sig<0.1 (10%).

is below 0.90. According to the data presented in Table 5, all heterotrait-heteromethod values were found to be below the established threshold of 0.90, thereby satisfying the requisite validity criteria.

The paper utilized bootstrapping with 2,000 resamples using SmartPLS to investigate the proposed relationships (Figure 2 and Table 6). The outcomes of the data analysis provide support for hypothesis H1, demonstrating that the performance of an environmental strategy exerts a positive and statistically significant influence on green business strategy ($T = 12.652$, $p = 0.000^{***}$). Hypothesis H2 provides evidence that green business strategy has a positive and significant impact on the enhancement of SME marketing strategy ($T = 3.017$, $p = 0.003^{***}$). Furthermore, the study found that the performance of an environmental strategy has a positive and statistically significant effect on the enhancement of SME marketing strategy performance, supporting hypothesis H3 ($T = 3.281$, $p < 0.001^{***}$). Environmental orientation, a control variable, positively influences the enhancement of SME marketing strategy performance. However, top management does not significantly enhance SME marketing strategy performance.

As depicted in Figure 2 and Table 6, environmental orientation indirectly impacts SME marketing strategy performance improvement via green business strategy. The findings suggest that a green business strategy acts as a mediating factor in the link between sustainability strategy and enhanced marketing strategy performance for SMEs, as demonstrated by notable direct ($T = 3.281$, $p = 0.001^{***}$) and indirect impacts ($T =$

2.878 , $p = 0.004^{***}$). The performance of an environmental strategy positively and significantly influences green business strategy, which in turn enhances SME marketing strategy. Furthermore, environmental strategy performance directly and positively impacts SME marketing strategy enhancement, with environmental orientation also playing a positive role as a control variable. Top management, however, does not significantly enhance SME marketing strategy performance. Environmental orientation indirectly influences SME marketing strategy performance improvement through green business strategy, indicating its mediating role between sustainability strategy and the improvement of SME marketing strategy performance.

The relationship between the performance of environmental strategies and the improvement of marketing strategies in SMEs has been outlined in recent studies. Research has shown that green innovation toward improvement in marketing performance of SMEs is strongly bolstered by the practitioners' environmental performance strategy (Laily et al., 2025). Likewise, green innovation in the marketing performance of SMEs needs to be backed by a sustainable business plan. Drawing from these insights, the refined marketing strategy of SMEs needs to center on the elimination of costs tied to environmental performance strategy to adopt more sustainable practices. The refined marketing strategy of SMEs can uncover sustainable alternatives by utilizing the strategies of environmental performance, and the adoption of eco-friendly strategies can bolster the long-term sustainability of business operations.

4. DISCUSSION

This study meticulously investigates the influence of environmental performance on the marketing achievements of batik small and medium-sized enterprises in East Java, Indonesia, exploring the mediating role of green business strategy. The results are particularly valuable for business advancement, especially within the keenly competitive SME landscape.

The findings suggest that environmental performance exerts a considerable influence on the formulation of green business strategies. This conclusion aligns with prior research indicating that green business strategy functions as a strategic instrument for cultivating enhanced customer relationships, thereby fostering customer loyalty (Sabihaini et al., 2024; Laily et al., 2025). SMEs can utilize information technology to obtain pertinent data on customer inclinations, thereby facilitating a more responsive approach to market demands. The strategic adoption of environmentally conscious business practices motivates small and medium-sized enterprises to gather and scrutinize customer information, enabling the customization of offerings to meet specific consumer requirements. The adoption of a green business strategy fosters improved customer engagement, consequently leading to heightened levels of customer satisfaction and loyalty. Implementing tailored and individualized communication approaches can elevate customer engagement by fostering a sense of appreciation and involvement (Guerola-Navarro et al., 2024). Consequently, the effective execution of green business strategies not only strengthens customer relations but also directly bolsters the marketing efficacy of SMEs within a competitive industrial landscape.

Robust customer relationships can cultivate customer advocacy, leading to organic expansion of the SME market as satisfied clients endorse products to their networks. This consequently boosts sales and elevates the brand's reputation among consumers (Kumar & Misra, 2021). By prioritizing the understanding and fulfillment of customer requirements, SMEs can foster enduring value and enhance their market competitiveness. Consequently, integrating sustainable business practices into their core strategies can stimulate

innovation in products and services that resonate more effectively with consumer preferences. This approach establishes a virtuous cycle wherein customer input fuels ongoing enhancements, ultimately promoting more substantial and sustainable growth for SMEs within dynamic market environments.

Academic findings indicate a substantial positive correlation between the adoption of green business strategies and the marketing performance of small and medium-sized enterprises. This enhancement is attributed to the improved capacity of green business strategies to deepen SMEs' comprehension of consumer requirements and inclinations, which is fundamental to the strategic implementation of green business practices. Through the efficient acquisition and evaluation of customer data, SMEs are better positioned to discern market dynamics and subsequently innovate with pertinent new offerings (Khan et al., 2022; Migdadi, 2021).

The adoption of environmentally conscious business practices enhances the marketing capabilities of small and medium-sized enterprises, enabling improved customer engagement, feedback collection, and collaborative innovation. The integration of customer feedback mechanisms fosters stronger client relationships and yields crucial data for refining innovation strategies (Barasa & Ahmad, 2025). Furthermore, a robust green business strategy cultivates enhanced inter-departmental synergy, promoting the cross-pollination of ideas and expertise, which consequently boosts collective creativity and output in the formulation of novel marketing approaches (AlQershi et al., 2020).

In the current landscape of intense competition, innovation is essential for small and medium-sized enterprises to improve their marketing effectiveness, thereby ensuring their viability and promoting expansion. By capitalizing on their environmental performance, SMEs can achieve greater operational efficiency through the implementation of green business strategies, the streamlining of processes, and the acceleration of innovation. These efforts collectively contribute to establishing a competitive edge and promoting long-term sustainable market development (Sofi et al., 2020). Consequently, the successful implementation of

environmentally friendly business practices is vital for enhancing innovative capacity and adapting to evolving market conditions.

Moreover, studies indicate that integrating sustainable operational strategies substantially boosts the marketing success of small and medium-sized enterprises. These strategies involve a thorough comprehension of consumer demands and preferences, coupled with an agile response to evolving market conditions. By integrating strong green business initiatives, SMEs can improve their marketing outcomes by recognizing and capitalizing on market openings and navigating potential obstacles, which facilitates prompt and efficient reactions (Crick et al., 2022). According to Puspaningrum (2020) and Ali et al. (2020), businesses exhibiting a pronounced market orientation achieve superior performance due to their adeptness at aligning products and services with consumer requirements, thereby fostering enhanced customer contentment and allegiance.

Moreover, the implementation of sustainable business practices can catalyze the development of innovations that align with market demands. When small and medium-sized enterprises diligently gather and interpret market data, they gain insight into present consumer preferences and the capacity to foresee emerging trends. This proactive approach incentivizes SMEs to pursue ongoing innovation and the creation of novel offerings that satisfy market requirements (Kolbe et al., 2022). Consequently, SMEs that successfully integrate environmentally friendly business approaches can develop novel products that meet the increasing demands of eco-conscious consumers, thereby improving their market standing. Therefore, green business strategies are instrumental in boosting SME marketing performance and securing a competitive edge within the market.

Moreover, research suggests that incorporating sustainable operational strategies substantially boosts the marketing success of small and medium-sized enterprises. Such strategies foster greater agility in SME marketing, enabling them to better align with customer requirements and desires, while also facilitating closer

observation of shifts in competitive landscapes and prevailing market trends (Schulze et al., 2022; Hutahayan, 2021). By diligently analyzing customer preferences and market demands, the marketing performance of SMEs can pinpoint areas ripe for innovation (Aydin, 2021). Consequently, this approach bolsters the creation of more pertinent offerings and cultivates a robust internal environment of innovation.

By systematically gathering customer feedback and market intelligence, small and medium-sized enterprises can embed these insights into their strategic decision-making and product development cycles, thereby improving marketing performance and fostering internal collaboration and communication (Julian et al., 2020). The active inclusion of customers in the innovation process is paramount, as their feedback can be instrumental in refining concepts related to environmental performance. Consequently, green business strategies not only enhance the innovative capacity that drives SMEs' marketing performance but also ensure that these strategies are more precisely tailored to address environmental needs. Ultimately, green business strategies are fundamental to nurturing innovation capabilities, thereby promoting the long-term viability and competitive advancement of SMEs' marketing performance.

This study's outcomes reveal that an SME's environmental performance positively and significantly influences its marketing performance, with green business strategies acting as a crucial intermediary. These discoveries highlight the necessity for SMEs to embed environmental performance strategies to bolster their marketing success. Environmental performance fosters enhanced customer relationships for SMEs, while green business strategies equip them to better discern market demands and consumer tastes. Consequently, both elements contribute to generating customer value, which directly impacts the marketing performance of SMEs. This aligns with prior research, which underscores how robust customer relationships can elevate organizational performance (Sofi et al., 2020). Furthermore, strong customer relationships can positively impact an organization's overall performance.

Green business strategies act as a crucial link between the environmental performance and marketing success of small and medium-sized enterprises. By achieving strong environmental performance, SMEs can leverage customer data to foster market-relevant innovations. Concurrently, these strategies propel marketing performance by encouraging innovation aligned with current trends and consumer demands. This dual impact demonstrates that green business strategies not only elevate product and service offerings but also solidify SMEs' competitive standing. The positive influence of environmental performance on marketing performance, facilitated by green business strategies, highlights the importance of holistic management practices. To bolster marketing efficacy, small and medium-sized enterprises ought to prioritize the nurturing of client connections and the establishment of a resilient culture of innovation. By implementing appropriate environmental performance strategies, small and medium-sized enterprises can enhance the adaptability of their marketing initiatives to evolving market conditions and consumer needs. This study advances management scholarship by emphasizing the mutually beneficial connection between marketing approaches and innovation capacity, ultimately leading to enhanced performance in the small and medium-sized enterprise domain.

The findings offer actionable insights for small and medium-sized enterprise owners and administrators, aiding them in the strategic allocation of resources to enhance overall business outcomes. Businesses of a small to medium size can improve their customer relations and gain a deeper understanding of consumer tastes and actions by utilizing their environmental performance. These data provide a basis for the creation of novel products and services tailored to consumer demand. Alternatively, the adoption of environmentally conscious business practices can foster greater market responsiveness and strategic agility within SMEs. Consequently, for SMEs to bolster their marketing performance, improve competitiveness, and ensure long-term sustainability in a highly contested marketplace, it is vital to synergize these two strategies with an emphasis on innovation. These findings align with the views of Yodchai et al. (2022) and

Zhang et al. (2023). Academically, this suggests that successful strategies necessitate a thorough comprehension of consumer requirements coupled with sustained innovative capabilities.

The study's outcomes further validate that a company's environmental performance significantly influences its marketing success through the implementation of green business strategies. Well-executed environmental performance strategies not only cultivate robust customer relationships but also stimulate the growth of innovative capacities. When SMEs excel at managing customer relationships, they gain crucial insights into consumer requirements and preferences, which can then inform the creation of novel products and services, ultimately boosting overall business performance. These conclusions are substantiated by Tuamyil et al. (2022) and Fang et al. (2022), who highlight how positive customer engagement can drive innovation tailored to market demands, suggesting that positive customer engagement can foster innovation aligned with market needs.

Moreover, a firm's environmental conduct significantly impacts its marketing success via the implementation of green business strategies. Proactive environmental management renders SMEs more attuned to evolving market trends and ecological preferences, which are crucial for fostering effective innovation. By efficiently discerning and addressing market demands, SMEs can develop offerings that satisfy customer requirements, thereby securing a competitive edge. This aligns with the perspective that robust environmental performance stimulates internal creativity and teamwork, consequently bolstering green business strategies. Consequently, environmental performance is established as a pivotal element in generating innovations that bolster SME marketing outcomes, initiating a virtuous cycle that enhances market competitiveness (Hutahayan, 2021; Nasution et al., 2020). Robust environmental performance fosters internal creativity and teamwork, which in turn strengthens green business strategies. Consequently, environmental performance emerges as a critical driver for innovations that enhance SME marketing outcomes, initiating a beneficial cycle that boosts market competitiveness.

CONCLUSION

This study investigates the impact of environmental performance on the marketing success of small and medium-sized enterprises, examining the mediating role of green business strategy. It seeks to elucidate how environmental strategies can bolster SME marketing performance, emphasizing the importance of innovation in satisfying consumer demands and adapting to market shifts. The findings demonstrate a substantial positive correlation between environmental performance and SME marketing performance, as well as a significant positive relationship between environmental performance and green business strategy. Furthermore, the study confirms a robust and significant link between environmental business performance and green business strategy. The indirect impact of environmental performance on SME marketing performance, facilitated by green business strategy, is also statistically significant.

This paper is novel due to its integration of green business strategy to examine its interplay with SMEs' environmental and marketing performance. It uniquely positions green business strategy as a mediator, revealing how customer relationships and market insights foster innovation. The study offers actionable guidance for SMEs to embed environmental performance within green business strategies, thereby boosting innovation and overall performance. Consequently, this paper establishes a robust groundwork for subsequent investigations in management and business development.

Future research endeavors should concentrate on a more thorough investigation of the precise mechanisms that establish a connection between environmental performance and green business strategies within diverse industry sectors. Additionally, it is important to examine the impact of other moderating or mediating variables that might influence this process. These subsequent studies are anticipated to foster a more comprehensive grasp of the dynamics that shape the performance of small and medium-sized enterprises in the digital age.

AUTHOR CONTRIBUTIONS

Conceptualization: Woro Utari, Indra Prasetyo, Dwi Lesno Panglipursari, Rusdiyanto.

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