

CORPORATE SOCIAL RESPONSIBILITY, GREEN MARKETING, AND BUSINESS STRATEGY ON THE LONG-TERM SUSTAINABILITY OF MSME

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Abstrak. Studi ini meneliti dampak Tanggung Jawab Sosial Perusahaan (CSR), Pemasaran Hijau, dan Strategi Bisnis terhadap keberlanjutan jangka panjang Usaha Mikro, Kecil, dan Menengah (UMKM). Dengan menggunakan pendekatan penelitian kuantitatif dengan analisis regresi, temuan penelitian mengungkapkan bahwa ketiga faktor tersebut secara signifikan memengaruhi keberlanjutan UMKM. Pemasaran Hijau menunjukkan dampak yang paling kuat, yang menyoroti semakin pentingnya praktik bisnis yang sadar lingkungan dalam memastikan kelangsungan bisnis jangka panjang. Strategi Bisnis juga memainkan peran penting dalam mendorong keunggulan kompetitif, sementara CSR berkontribusi positif dengan meningkatkan hubungan pemangku kepentingan. Hasil ini mendukung teori Pandangan Berbasis Sumber Daya (RBV), yang menekankan pentingnya inisiatif yang didorong oleh keberlanjutan secara strategis. Studi ini memberikan wawasan praktis bagi pemilik UMKM, pembuat kebijakan, dan pemangku kepentingan, yang mengadvokasi integrasi keberlanjutan dalam strategi bisnis untuk meningkatkan pertumbuhan jangka panjang. Penelitian di masa mendatang harus mengeksplorasi faktor-faktor tambahan seperti inovasi teknologi dan kepatuhan terhadap peraturan untuk lebih memahami dinamika keberlanjutan UMKM.

Kunci: Tanggung Jawab Sosial Perusahaan, Pemasaran Hijau, Strategi Bisnis, Keberlanjutan UMKM, Pandangan Berbasis Sumber Daya, Keunggulan Kompetitif.

Abstract This study examines the impact of Corporate Social Responsibility (CSR), Green Marketing, and Business Strategy on the long-term sustainability of Micro, Small, and Medium Enterprises (MSMEs). Utilizing a quantitative research approach with regression analysis, the findings reveal that all three factors significantly influence MSME sustainability. Green Marketing demonstrates the strongest effect, highlighting the increasing importance of environmentally conscious business practices in ensuring long-term business viability. Business Strategy also plays a crucial role in driving competitive advantage, while CSR contributes positively by enhancing stakeholder relationships. These results support the Resource-Based View (RBV) theory, emphasizing the strategic importance of sustainability-driven initiatives. The study provides practical insights for MSME owners, policymakers, and stakeholders, advocating for the integration of sustainability in business strategies to enhance long-term growth. Future research should explore additional factors such as technological innovation and regulatory compliance to further understand MSME sustainability dynamics

Keywords: Corporate Social Responsibility, Green Marketing, Business Strategy, MSME Sustainability, Resource-Based View, Competitive Advantage.

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the global economy, serving as key drivers of employment, innovation, and economic growth. According to the World Bank, MSMEs account for about 90% of businesses and more than 50% of employment worldwide (Nustini et al., 2024). In emerging economies, they contribute significantly to GDP, fostering economic development and reducing poverty. However, despite their importance, MSMEs often face sustainability challenges due to limited resources, financial constraints, and market competition. To ensure their long-term survival, MSMEs must adopt strategies that enhance their resilience and competitive advantage, particularly through Corporate Social Responsibility (CSR), green marketing, and effective business strategy.

CSR has gained increasing attention as a critical factor in business sustainability. Companies, regardless of their size, are expected to engage in ethical practices, environmental stewardship, and community development initiatives (Muliati et al., 2024). MSMEs that integrate CSR into their business models can enhance their reputation, build stronger relationships with stakeholders, and improve financial performance. By aligning their objectives with social and environmental concerns, MSMEs can foster long-term sustainability and gain a competitive edge. However, many MSMEs struggle to implement CSR due to financial and operational constraints, raising questions about its feasibility and impact on long-term sustainability (Widyastuti et al., 2019).

Similarly, green marketing has emerged as a vital component in sustainable business practices. Green marketing involves promoting products and services that are environmentally friendly, emphasizing eco-conscious branding, and minimizing environmental footprints (Risdiyanto et al., 2023). Consumers today are more environmentally aware and prefer brands that prioritize sustainability. For MSMEs, adopting green marketing strategies can lead to increased customer loyalty, regulatory compliance, and new market opportunities. However, the adoption of green marketing among MSMEs remains limited, primarily due to a lack of awareness, resources, and technical expertise. Understanding the impact of green marketing on MSMEs' sustainability is essential for developing practical strategies that enable these enterprises to thrive in the long run (Saputri, 2025).

Moreover, a well-structured business strategy plays a crucial role in determining the sustainability of MSMEs. A robust business strategy includes market positioning, competitive differentiation, financial planning, and operational efficiency (Rachmawati et al., 2023). For MSMEs, aligning their business strategies with CSR and green marketing initiatives can create

synergies that drive growth and long-term success. Strategic decision-making that incorporates sustainability principles allows businesses to enhance their resilience against market fluctuations and environmental risks. However, many MSMEs lack strategic planning capabilities, which limits their ability to sustain growth and compete effectively in the market.

Given these considerations, there is a growing need to explore how CSR, green marketing, and business strategies collectively impact the long-term sustainability of MSMEs. While previous studies have examined these elements individually, limited research has investigated their combined effects. By understanding the interplay between these factors, policymakers, business leaders, and stakeholders can develop comprehensive frameworks that support MSMEs in achieving sustainable growth. Addressing this gap in research is crucial for creating effective policies and strategies that empower MSMEs to navigate the complexities of modern business environments.

Despite the increasing emphasis on CSR, green marketing, and strategic business planning, many MSMEs continue to struggle with long-term sustainability. Limited access to financial and technical resources, lack of awareness, and operational challenges hinder their ability to implement sustainable practices effectively. While larger corporations have successfully integrated CSR and green marketing into their strategies, MSMEs face unique constraints that limit their adoption of these practices. Existing research has largely focused on individual aspects of CSR, green marketing, and business strategy, but there is a lack of comprehensive studies that examine their combined impact on MSMEs. This research aims to address this gap by investigating how these factors collectively influence the long-term sustainability of MSMEs, providing insights that can help businesses adopt more effective and sustainable strategies.

This study aims to examine the relationship between CSR, green marketing, and business strategy in enhancing the long-term sustainability of MSMEs. Specifically, the objectives of this research are:

1. To analyze the impact of CSR on the sustainability of MSMEs.
2. To assess the role of green marketing in improving MSMEs' long-term viability.
3. To evaluate the effectiveness of strategic business planning in ensuring sustainable MSME growth.
4. To explore the synergies between CSR, green marketing, and business strategy in driving MSME sustainability.

5. To provide recommendations for MSMEs to adopt sustainable practices that enhance their long-term success.

By addressing these objectives, this study will contribute to the existing literature on MSME sustainability and provide practical insights for business owners, policymakers, and stakeholders interested in promoting sustainable business practices. The findings will be instrumental in shaping strategies that enable MSMEs to overcome sustainability challenges and achieve long-term success in an increasingly competitive and environmentally conscious market

Corporate Social Responsibility (CSR) and MSME Sustainability

Corporate Social Responsibility (CSR) has gained significant traction as an essential business practice that fosters sustainability and long-term growth. CSR encompasses various initiatives that promote ethical business conduct, environmental stewardship, and social responsibility (Jamnekar & Sunny, 2024). For MSMEs, CSR serves as a strategic tool to enhance their reputation, customer trust, and market competitiveness (Wielgórka, 2016). While large corporations have the resources to integrate CSR seamlessly into their operations, MSMEs often face financial and managerial constraints that hinder effective CSR implementation (Primadona & Rustiarini, 2024). However, studies suggest that MSMEs engaging in CSR can experience long-term benefits, such as increased brand loyalty, improved stakeholder relationships, and enhanced financial performance (Tewari & Pathak, 2014).

Several studies highlight the importance of CSR in ensuring MSME sustainability. A study by Mendrofa (2024) found that MSMEs that engage in CSR practices are more resilient to economic shocks and exhibit higher levels of innovation. Furthermore, research by Cahyaningati et al. (2024) indicates a positive correlation between CSR and financial performance, suggesting that responsible business practices lead to increased profitability and sustainability. Despite these benefits, challenges such as lack of financial resources, limited knowledge, and inadequate regulatory support hinder CSR adoption among MSMEs (Sudi, 2024). Therefore, a comprehensive understanding of how CSR can be tailored to the unique constraints of MSMEs is crucial in enhancing their sustainability.

Green Marketing and Its Influence on MSME Sustainability

Green marketing has emerged as a critical factor influencing sustainable business practices. It refers to marketing strategies that emphasize environmental sustainability, such as eco-friendly products, sustainable packaging, and ethical advertising (Sarsiti, 2024). In recent years, consumer preferences have shifted towards environmentally responsible businesses, increasing the demand for green products and services (Gaffar & Koeswandi, 2024). This trend

presents an opportunity for MSMEs to gain a competitive advantage by adopting green marketing practices.

Empirical studies suggest that green marketing contributes significantly to business sustainability. A study by Batra (2023) found that companies that integrate green marketing strategies experience higher customer loyalty, brand differentiation, and market expansion. Additionally, green marketing enables businesses to comply with environmental regulations and reduce operational costs through sustainable resource utilization (Mondal et al., 2024). However, the implementation of green marketing in MSMEs is often constrained by factors such as limited financial resources, lack of technical expertise, and insufficient consumer awareness (Hudnurkar et al., 2023).

Despite these challenges, successful MSMEs have demonstrated that green marketing can be a viable strategy for long-term sustainability. For instance, research by RAMLI et al. (2022) found that MSMEs adopting green marketing initiatives experienced enhanced brand reputation and increased sales revenue. Therefore, understanding the mechanisms through which green marketing influences MSME sustainability is essential for developing effective strategies that encourage adoption among small businesses.

Business Strategy and Long-Term MSME Sustainability

A well-defined business strategy is essential for ensuring the long-term sustainability of MSMEs. Business strategy encompasses a set of planned actions aimed at achieving competitive advantage, operational efficiency, and market growth (Nugraha et al., 2024). Effective business strategies enable MSMEs to navigate market challenges, adapt to changing consumer demands, and capitalize on emerging opportunities (Wibowo & Putra, 2023).

Numerous studies emphasize the role of strategic planning in MSME sustainability. For example, a study by Benardi et al. (2022) found that MSMEs with clear strategic goals and structured business models exhibit higher growth rates and financial performance. Furthermore, strategic agility—the ability to respond to market changes swiftly—has been identified as a key factor in MSME resilience. The integration of sustainability principles into business strategy, such as incorporating CSR and green marketing, enhances an MSME's ability to thrive in a competitive environment (Das et al., 2021).

However, MSMEs often struggle with strategic planning due to resource limitations, lack of managerial expertise, and uncertain market conditions (Rao et al., 2022). Many small businesses adopt a reactive rather than proactive approach to strategy, which undermines their long-term sustainability (Panda, 2014). Therefore, it is imperative to explore how MSMEs can

develop and implement strategic business models that incorporate sustainability principles effectively.

METHODOLOGY

This study employs a quantitative research design to examine the impact of Corporate Social Responsibility (CSR), green marketing, and business strategy on the long-term sustainability of Micro, Small, and Medium Enterprises (MSMEs). A cross-sectional survey approach is utilized to collect data from MSME owners and managers across various industries. This method allows for a comprehensive analysis of relationships between the independent variables (CSR, green marketing, business strategy) and the dependent variable (MSME sustainability). The target population of this study consists of MSMEs operating in diverse sectors, including manufacturing, retail, and services. The sampling frame is derived from MSME registries provided by local business associations and government databases. A stratified random sampling technique is used to ensure representation across different business sizes and industries. The sample size is determined using (Krejcie & Morgan, 1970) formula, with an estimated 300 respondents to ensure statistical reliability and generalizability.

Primary data is collected using a structured questionnaire distributed electronically and through in-person visits. The questionnaire is divided into four sections:

1. Demographic Information (business size, industry, years in operation, etc.)
2. CSR Practices (measured using indicators such as social responsibility initiatives, ethical business practices, and community engagement)
3. Green Marketing (assessing eco-friendly product development, sustainable packaging, and green promotional strategies)
4. Business Strategy (evaluating strategic planning, competitive positioning, and innovation practices)
5. MSME Sustainability (measured through financial performance, environmental impact, and long-term business viability)

A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) is used to assess responses related to CSR, green marketing, business strategy, and sustainability.

The collected data is analyzed using SPSS software, employing several statistical methods to ensure a thorough examination of the research model. Descriptive statistics, including mean, standard deviation, and frequency distributions, are used to summarize the demographic characteristics and key variables. Reliability and validity tests are conducted, with Cronbach's alpha utilized to assess the internal consistency of the measurement scales, while confirmatory

factor analysis (CFA) is applied to ensure construct validity. Multiple regression analysis is used to examine the impact of corporate social responsibility (CSR), green marketing, and business strategy on MSME sustainability. Additionally, correlation analysis is performed to determine the strength and direction of the relationships among the variables.

RESULT

1. Descriptive Statistics

Table 1 presents the descriptive statistics for the key variables in the study, including Corporate Social Responsibility (CSR), Green Marketing, Business Strategy, and MSME Sustainability.

Table 1. Descriptive Statistics

Variable	Mean	Std. Dev	Min	Max
CSR Practices	3.875	0.764	2.100	5.000
Green Marketing	3.912	0.689	2.300	5.000
Business Strategy	4.002	0.721	2.500	5.000
MSME Sustainability	4.156	0.692	2.800	5.000

The mean scores indicate that respondents generally perceive CSR, green marketing, and business strategy positively, with MSME sustainability having the highest mean value.

2. Reliability and Validity Analysis

Cronbach's alpha values were calculated to assess the reliability of the constructs. The results are shown in Table 2.

Table 2. Reliability Analysis

Variable	Cronbach's Alpha
CSR Practices	0.872
Green Marketing	0.861
Business Strategy	0.889
MSME Sustainability	0.902

All Cronbach's alpha values exceed the threshold of 0.700, indicating strong internal consistency and reliability of the measurement scales.

3. Correlation Analysis

A Pearson correlation analysis was conducted to examine the relationships between the variables. Table 3 presents the correlation coefficients

Table 3. Correlation Matrix

Variable	CSR Practices	Green Marketing	Business Strategy	MSME Sustainability
CSR Practices	1.000	0.512**	0.478**	0.583**
Green Marketing	0.512**	1.000	0.549**	0.621**
Business Strategy	0.478**	0.549**	1.000	0.590**
MSME Sustainability	0.583**	0.621**	0.590**	1.000

Note: $p < 0.01$ (two-tailed test).

All variables are significantly correlated at the 0.01 level, suggesting strong positive associations between CSR, green marketing, business strategy, and MSME sustainability.

4. Multiple Regression Analysis

A multiple regression analysis was conducted to examine the impact of CSR, green marketing, and business strategy on MSME sustainability. Table 4 presents the results.

Table 4. Multiple Regression Results

Variable	B	SE	Beta	t-value	p-value
Constant	1.456	0.312	-	4.667	0.000
CSR Practices	0.243	0.072	0.276	3.375	0.001
Green Marketing	0.315	0.068	0.351	4.632	0.000
Business Strategy	0.287	0.065	0.328	4.415	0.0000.000

Model Summary: $R^2 = 0.529$, Adjusted $R^2 = 0.524$, $F(3, 296) = 110.542$, $p < 0.001$

The regression model explains 52.9% of the variance in MSME sustainability, with all three predictors showing significant positive effects ($p < 0.01$). Green marketing has the strongest influence, followed by business strategy and CSR practices.

5. Hypothesis Testing Summary

Based on the regression results, all three hypotheses are supported:

- **H1:** CSR practices positively impact MSME sustainability (**Supported**; $\beta = 0.276$, $p = 0.001$).
- **H2:** Green marketing positively impacts MSME sustainability (**Supported**; $\beta = 0.351$, $p < 0.001$).
- **H3:** Business strategy positively impacts MSME sustainability (**Supported**; $\beta = 0.328$, $p < 0.001$).

DISCUSSION

Interpretation of Findings

This study investigated the impact of Corporate Social Responsibility (CSR), Green Marketing, and Business Strategy on the long-term sustainability of MSMEs. The results indicate that all three factors significantly contribute to sustainability, with Green Marketing exhibiting the strongest influence. These findings align with existing literature and provide important insights for MSME owners and policymakers.

1. Corporate Social Responsibility (CSR) and MSME Sustainability

The regression analysis revealed that CSR practices positively impact MSME sustainability ($\beta = 0.276$, $p = 0.001$). This result aligns with prior research (Panda, 2014; Rochayatun et al., 2023) that highlights the role of CSR in enhancing business reputation, customer loyalty, and overall firm performance. MSMEs engaging in ethical labor practices, environmental initiatives, and community support programs tend to experience better stakeholder relationships, leading to long-term sustainability. However, the relatively lower beta coefficient compared to Green Marketing suggests that while CSR is beneficial, its effect might be constrained by financial and operational limitations inherent to smaller enterprises.

2. Green Marketing and MSME Sustainability

Green Marketing demonstrated the strongest impact on MSME sustainability ($\beta = 0.351$, $p < 0.001$). This finding supports the notion that environmentally conscious business strategies significantly influence consumer preferences and market positioning (Wibowo &

Putra, 2023). MSMEs that implement sustainable product designs, eco-friendly packaging, and responsible sourcing practices can differentiate themselves from competitors, resulting in enhanced brand value and customer retention. Additionally, with growing consumer awareness and regulatory emphasis on sustainability, green marketing provides a competitive edge in the evolving market landscape (Hudnurkar et al., 2023). The strong impact suggests that MSMEs should prioritize sustainability-driven marketing approaches to ensure long-term business viability.

3. Business Strategy and MSME Sustainability

Business Strategy also exhibited a significant positive effect on MSME sustainability ($\beta = 0.328$, $p < 0.001$). This aligns with strategic management theories emphasizing the importance of competitive advantage, innovation, and adaptability in business success (Barney, 1991). Effective business strategies, including differentiation, cost leadership, and market expansion, allow MSMEs to maintain operational efficiency and market relevance. The results suggest that MSMEs integrating sustainability into their core strategic planning are more likely to achieve long-term growth and resilience against economic fluctuations.

Theoretical Contributions

This study contributes to the existing body of knowledge on sustainability and MSME management by providing empirical evidence on the interplay between CSR, Green Marketing, and Business Strategy. Previous research primarily focused on large corporations (Elkington, 1997; Freeman et al., 2007), whereas this study extends the discussion to smaller enterprises. By demonstrating that Green Marketing exerts the strongest influence, this research underscores the increasing importance of environmentally responsible marketing strategies in the sustainability discourse. Furthermore, the study validates the Resource-Based View (RBV) theory (Barney, 1991), suggesting that firms leveraging their resources effectively—whether through CSR initiatives, sustainable marketing, or strategic positioning—gain a competitive advantage that supports long-term survival.

Practical Implications

The findings offer actionable insights for MSME owners, policymakers, and industry stakeholders.

1. Implications for MSME Owners

MSME owners should prioritize sustainability-driven business strategies, particularly Green Marketing, to enhance brand reputation and consumer engagement. Implementing eco-friendly product lines, reducing carbon footprints, and aligning business operations with sustainability goals can significantly boost long-term viability. Additionally, while CSR

initiatives play a positive role, MSMEs should adopt cost-effective CSR strategies that align with their financial capacities, such as community engagement and ethical sourcing.

2. Implications for Policymakers

Government bodies and industry regulators should incentivize MSMEs to adopt sustainability practices by offering tax benefits, subsidies, and capacity-building programs. Policies that encourage sustainable innovation, provide financial support for green technology adoption, and promote knowledge-sharing platforms can accelerate the transition towards a sustainable MSME ecosystem.

3. Implications for Customers and Stakeholders

Consumers play a crucial role in driving sustainability adoption among businesses. Awareness campaigns highlighting the benefits of supporting environmentally responsible MSMEs can encourage ethical consumption behaviors. Additionally, investors and stakeholders should integrate Environmental, Social, and Governance (ESG) criteria into their decision-making frameworks to promote sustainability-driven entrepreneurship.

Limitations and Future Research Directions

Despite its contributions, this study has some limitations that warrant further exploration.

1. Sample Size and Geographic Scope

The study focused on a specific sample of MSMEs, which may limit the generalizability of the findings to other regions or industries. Future research could expand the geographic scope and compare sustainability practices across different sectors.

2. Longitudinal Analysis

This research employed a cross-sectional design, which captures relationships at a single point in time. A longitudinal approach could provide deeper insights into the long-term effects of sustainability initiatives on MSME performance.

3. Additional Variables

While this study focused on CSR, Green Marketing, and Business Strategy, other factors such as technological innovation, supply chain sustainability, and regulatory compliance could further enhance the understanding of MSME sustainability. Future research could incorporate these dimensions for a more comprehensive analysis.

CONCLUSION

This study examined the impact of Corporate Social Responsibility (CSR), Green Marketing, and Business Strategy on the long-term sustainability of MSMEs. The findings

reveal that all three factors significantly contribute to sustainability, with Green Marketing exerting the strongest influence, followed by Business Strategy and CSR. These results underscore the growing importance of environmentally responsible business practices and strategic planning in ensuring the long-term viability of MSMEs.

The study contributes to the literature by extending sustainability discussions to MSMEs, a sector often overlooked in sustainability research. It also validates the Resource-Based View (RBV) theory, demonstrating that businesses leveraging sustainability-driven strategies gain a competitive edge. Practical implications suggest that MSME owners should prioritize Green Marketing initiatives and integrate sustainability into their core business strategies. Additionally, policymakers should support MSMEs through financial incentives and capacity-building programs, while consumers and investors should advocate for sustainability by endorsing responsible business practices.

Despite its contributions, this study has limitations, including a limited geographic scope and a cross-sectional research design. Future research should explore the long-term effects of sustainability initiatives and consider additional factors such as technological innovation and regulatory compliance. Overall, this study emphasizes the critical role of sustainability in MSME success and provides valuable insights for business owners, policymakers, and stakeholders committed to fostering a more sustainable economic landscape.

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