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## STRATEGIES FOR STRENGTHENING THE GREEN ECONOMY ON SMES DEVELOPMENT IN SIDOARJO DISTRICT

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### Abstract

**Purpose** –The purpose of the paper is to determine how the strategy of strengthening the green economy made by SMEs located in Sidoarjo District

**Design/methodology/approach** –This research is an interactive qualitative research, data collection is done from the primary source through direct interviews, validateion data by using this type of credibility, including triangulation of data, methods and theories

**Findings** – From this study showed that the strategies used by SMEs are using internal strategies and very dominant leader and pro-active performance of this strategy, so that the leader must be more innovate to succeed in their business activities

**Research limitations** - This study only discusses the strengthening of the green economy, regardless of other factors (performance, quality of product, production costs, etc.)

**Practical implications** –There are several implications of this research is to implement green business economic activity is expected environmental conditions surrounding the activities are not disrupted, the feedback of the company is the company will smoothly conduct business without any complaints from the surrounding community

**Originality/value** - This paper provides significant value because of the results and discussion based on the theory and a clear framework, in addition to how a company leader providing ideas and innovation to strengthen the green economy

**Keywords** –*Strengthening, SMEs, Green Economy*

**Paper type** - Research

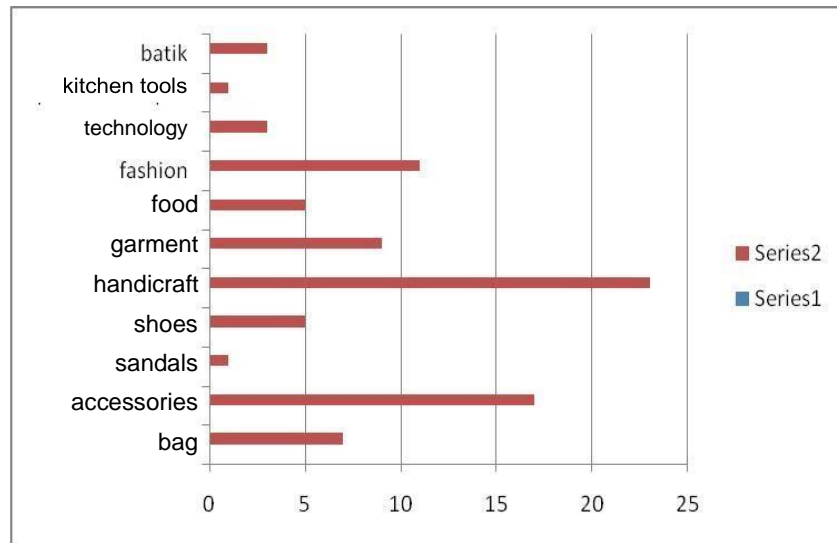
## CHAPTER I BACKGROUND

The growth of small and medium enterprises (SMEs) currently attracts various levels of society either the government or general public. It cannot be separated from SMEs condition that continues to develop and provide significant contribution, either in employment, national income contribution, and SMES endurance against economic fluctuation.

SMEs have an important function in advancing the economy of each country. Besides reducing unemployment rate by opening new jobs, SMEs also play a role in supporting the economic rate. It was shown in Indonesia in 1997, when monetary crisis in Indonesia, there were many big companies that went out of business and only SMEs that could survive. At that time, SMEs contributed significantly to regional income and national income of Indonesia (Hasanudin, 2008).

SMEs located in Sidoarjo District run in various types, such as industry of bags, sandals, shoes, handicrafts, garments, food, fashion, technology, kitchen tools, and batik that are spread in 18 districts.

Table 1.1  
 TYPE OF TRADING BUSINESS IN 2013



Source: Disperindagkop, 2013

The small enterprises also have significant contributions to develop the economy, serve the needs of local people, and become a prioritized part in each development stage planning organized by Department of Industry and Trade as well as Department of Cooperatives and SMEs (Disperindagkop, 2014).

Small-scaled industry can be one of main contributors to pollution, either solid waste, liquid waste, or gas (Mbuligwe, 2004), if the manual for standard placement and management of small industry has not been determined by the authority (Bhanarkar, 2002). Research on Green Economy SMEs located in Sidoarjo District has been conducted by Sriyono (2014), based on the research, it obtained data regarding SMEs development and identification of some companies that have run their business based on Green Economy. The research only identified which SMES that carried out business activities based on SMEs with some implemented indicators.

In general, there are four purposes of company establishment, i.e. profit, company survival, development, and social responsibility. This view encourages the economy players not only to optimize their profit, but also provide positive contributions for people and participate in preserving the environment. It is known that SMEs have technology, innovation, and application capability, and the most critical stage in facing this problem is how to make them aware of the importance of green-economy-based business for their business sustainability (Wang, Huili and Chunyou, Wu, 2010). Green economy is developed based on awareness of the importance of ecosystem that balances the activities of economy players with the availability of resources and environment. The concept of green economy is expected to be a solution, to be a bridge between development and social justice, environment-friendly, and efficient in using natural resource.

According to Nagayya (2011), in global condition, SMEs are required to upgrade their capability with innovations and adopt advanced technology and communication to improve the capability of entrepreneurs to improve their management without reducing the capability to satisfy public needs in the future. In other words, development activities must be able to bequeath prosperity to future generations in form of natural resource and environment assets at least the same as the ones we received from previous generations, added by science and technology.

Most companies apply profit maximization concept, but at the same time they violate the consensus and principles of profit maximization. The violated principles are economic cost, accounting cost, and opportunity cost. The violation implications are the neglected environment management, the low environment performance rate, the low company interest toward environment conservation. Violation of opportunity cost, for example, gives significant impact for global environment sustainability (Ja'far, 2006).

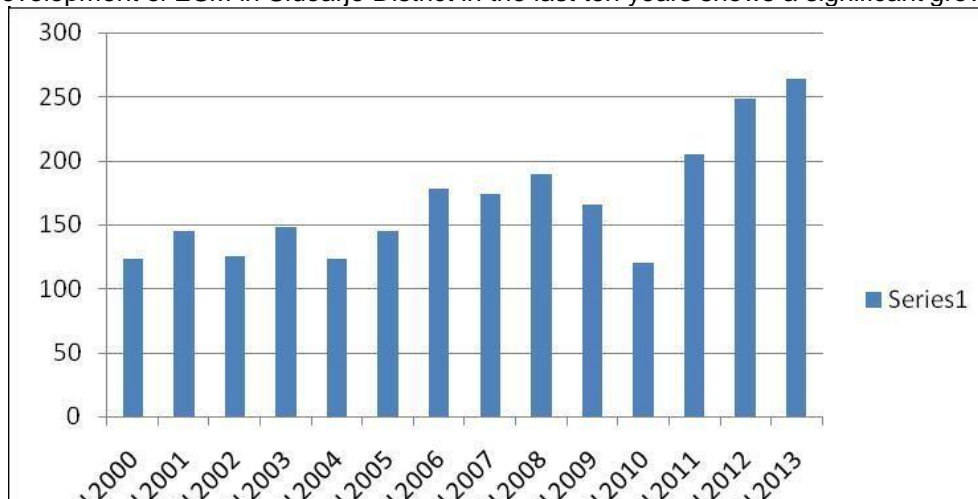
Environment uncertainty has negative significant effect, so that the decision to conduct proper environment in small and medium enterprises needs to be confirmed (Yu Lin, 2010). Therefore, the activities of a business development must be able to bequeath prosperity to future generations in form of natural resource and environment assets at least the same as the ones we received from previous generations, added by science, technology, and management. Green development is a strategy to improve economy growth aiming to improve the quality of ecology (Wang, 2011). It is the definition of sustained development that becomes the mainstream of economy and development. The concept of green economy will produce result if we change our behaviors. This phenomenon is called as maximization of shareholder paradigm. Green business is one part of green economy that synergizes economic, social, and environmental value despite the availability of cost for environmental improvement (Winter, 1994, Taylor, 1992). The phenomenon of green business becomes an attraction for various parties, either customers or investors. It means that customers will choose products and services that are healthy, quality, and safe for long period and does not pollute the environment although it is related to some costs to be incurred (Sarumpet, 2005).

However, business activities based on green economy needs to be performed continuously that needs an integrated approach (Noble, 2004) and strategies to be able to conduct business activities and asses SMEsnt sustainably (Fischer, 2002). Based on the background, the researcher is interested in how the SMEs entrepreneurs implement the strategies.

## CHAPTER II THEORETICAL BASIS

### 2.1 SMEs Development

According to Hubeis (2009), Small and Medium Enterprise (SMEs) is defined in some different ways depending on the country and other aspects. Therefore, specific review of the definitions needs to be conducted so as to obtain appropriate definition regarding SMEs, i.e. following the quantitative measurement in accordance with economic advancement. Small and medium enterprises (SMEs) constitute one of important parts of economy of a country or region, including Indonesia. As an illustration, although the contribution in national output (PDRB) is only 56.7% and in non-oil and gas export only 15%, SMEs give contribution about 99% in the number of business entities in Indonesia and have 99.6% shares in employment (Disperindagkop, 2014). The development of ESM in Sidoarjo District in the last ten years shows a significant growth:



Source: Disperindagkop, 2014

In Indonesia, there are some different definitions regarding SMEs based on the purpose of each department with different definitions. According Central Bureau of Statistics, SMEs is a company or industry with 5-19 workers. According to Bank of Indonesia, SMEs is a company or industry with characteristics: less than IDR 20 million capital, for a cycle of its business only needs IDR 5 million; having maximum asset for IDR 600 million excluding land and building; and annual income for IDR 1 billion. According to Department of Cooperative and SMEs (now

National Minister Office) (Law No. 9 Year 1995), ESM is small-scaled and traditional public economy activity, with net property for IDR 50 million - IDR 200 million (excluding land and building for business place) and annual income for IDR 1 billion; in Law of Micro, Small, and Medium Enterprises/2008 with net property for IDR 50 million - IDR 500 million and net annual sale for IDR 300 million - IDR 2.5 billion. According President Decree No. 16/1994, SMEs is a company having maximum net property for IDR 400 million. According to Department of Industry and Trading, SMEs is a company having maximum asset for IDR 600 million excluding land and building (Department of Industry before merged), or a company having working capital below IDR 25 million (Department of Trading before merged). According to Department of Finance, SMEs is a company having maximum annual income for IDR 600 million and/or maximum asset for IDR 600 million excluding land and building. According to Department of Health, SMEs is a company having quality standard signification in form of Instigation Certificate, Domestic Trademark, and Foreign Trademark (Hubeis, 2009). In other countries or in world level, there are some different definitions of SMEs according to the characteristics of each country, i.e.: According to World Bank, SMEs is a business with  $\pm$  30 workers, annual income for USD 3 million, and total asset not more than USD 3 million.

## **2.2 Performance of Small and Medium Enterprises**

General performance and competitive excellence is the benchmark of development and success of small companies. The factors determining company success by using data management and design system include data exchange frequency, digital data format reuse, the number of workers, and location.

Performance is a multidimensional concept, and correlation between entrepreneurship orientation and performance can depend on the indicators used to access performance (Lumpkin & Dess, 1996). Many empirical reviews report that there are many differences of performance indicators (Combs, 2005); generally it is the difference between financial performance and non-financial performance measurement.

The measurement of non-financial performance also measures the business goals such as satisfaction and success level in global scope that can be achieved by the owners or managers; the measurement of financial performance measures the factors such as sale growth and ROI (Smith, 1976). Related to financial performance, low convergence among different indicators often occurs (Murphy, Trailer, & Hill, 1996).

In conceptual level, one can differ the development measurement and the profitability measurement. Although the concepts empirically and theoretically relate each other, there are also important differences between the two (Combs, 2005). For example, a business can perform a large investment to support the business growth in long term, but must struggle to obtain short-term profit.

The main conceptual opinion regarding the correlation between entrepreneurship orientation and performance focused on performance financial aspect. Businesses having a high entrepreneurship orientation can target premium market segment, determine a high sale price, and occupy more excellent market position than their competitors that surely will result in more profits and sooner expansion (Zahra & Covin, 1995).

Data collection by financial report can provide a great opportunity to test the multiple dimensions of performance, such as a comparison with competitors (such as Wiklund & Shepherd, 2005). Such measurement can be a subject to cause bias due to the existence of social appropriateness, memory damage, and/or variation of methods usually used. Therefore, it is important to be implemented in this meta-analysis, i.e. to determine the measurement of effect of entrepreneurship orientation toward performance for financial and non-financial performance.

## **2.3 Innovation Strategy**

Basically, innovation is a conceptualization activity and idea to resolve problem by bringing economic value for company and social value for society. So, innovation departs from a previously existing matter, then it was given added-value. Innovation begins with matter that seems unimportant by opening eyes and ears to listen to aspirations and complaints from customers, workers, environment, and society. The subject of innovation implementation can be individual, group, or company.

Innovation strategy is related to response of company strategy in adopting innovation. In previous researches, various innovation strategy typologies have been used. There are 6

groups of innovation strategy typologies, i.e.: offensive innovation strategy, defensive, imitative, dependent, traditional, dan opportunist strategy. This grouping is based the acceleration and entry time of company toward new technology area (Hadjimanolis & Dickson, 2000).

Besides that, there is a thing differing the typology of innovation strategy and proactive strategy, where a company tries to predict and anticipate environmental changes. This type often constitutes a company that first implements innovation (first mover). The excellence is developing market share and reputation for innovation, but it also has weakness because it must incur large cost for development, and risks of wrong design or technology investment.

Reactive strategy is a company that only reacts activities, and tends to adopt innovation process of other company. This typology resembles the ones expressed in other researches: innovator (investor) and non-innovators (traders); innovative and innovative; innovative, quite innovative and following new product or service or innovative idea and competitive duplication (non-innovative) (Olson & Bokor, 1995).

### **CHAPTER III RESEARCH METHOD**

This research used qualitative approach. It was qualitative approach because the characteristics of collected data were qualitative, non-manipulative, more detail, and actual by seeing the problems and aims of research, where in this research, aiming to describe clearly, in details, thoroughly, and accurately regarding Green Economy-based SMEs development.

As a complement, it required data sourced from document from some related agencies. Moreover, in this research process, descriptive data in form utterances, texts, and behaviors of the people (subjects/informants) was obtained.

1. Research location

The research location was in some villages located in Sidoarjo District that were developing SMES in some sectors.

2. Research focus

This research focused to explore information, opinion regarding strengthening strategy of green economy implemented by SMES entrepreneurs in Sidoarjo District.

3. Key informants or participants

The key informants in this research were SMEs entrepreneurs in Sidoarjo District and Head of Environmental Pollution Countermeasure and Monitoring Section, Environmental Agency, Sidoarjo District.

4. determination of informants or participants

The determination of key informants was based on the result of initial research conducted by Sriyono (2014), which selected SMEs entrepreneurs that had implemented their business activities based on green economy.

5. technique of data collection

Data is a collection of information required to make decisions. Data needs to be collected and arranged using certain method. From the aspect of data collection, it can be divided based on the sources.

Primary data is obtained from the first source containing considerations to produce relative priority scale assisted by a number of questions. Secondary data is a person or agency that has collected data, documents, and reports within certain period in accordance with research needs.

The method used to collect data in this research was (Marshall: 98-101):

- a. Observation

Observation method is used to complete data related to systematic observation and recording regarding the studies phenomena.

- b. Documentation

This method is used to fulfill the demand of secondary data needs.

- c. In-Depth Interview

This method is used to obtain the required data mainly related to primary data analyzed to prove the suggested hypothesis. The interview is guided by list of questions or questionnaire so as to continue according to the needs of data to be studied.

6. DATA VALIDITY TEST

Data validity test using Credibility Test (Rahardjo, 2010: 2-4) is a credibility test conducted by source triangulation, theory triangulation, and data triangulation from various sources, i.e. interview, observation of SMEs entrepreneurs, and others.

7. **TECHNIQUE OF DATA ANALYSIS**

According to Sugiyono (2007), data analysis is a systematic process of searching and arranging data obtained from interview, field note, documentation, and organizing data into categories, elaborating into units, synthesizing, arranging into patterns, selecting the important ones and the ones to be studied, and drawing conclusion so as to be understandable by other people or oneself. Qualitative data analysis is a continued, repeated, and continuous attempt consisting of three concurrent activities, i.e.: (1) data reduction; (2) data presentation; and (3) conclusion drawing/verification described by interactive analysis model (Miles and Huberman, 1984: 10-12) as the following:

- (1) **Data Collection**  
Data collection constitutes an integral part of a data analysis activity by using interview and documentation.
- (2) **Data reduction**, i.e. data obtained from research location (field data) is presented in complete and detailed description or report. The report from field was reduced, summarized, the main points were selected, focused on important matters that later the theme or pattern was searched.
- (3) **Data display**, i.e. facilitating the researcher to observe the whole illustration or certain parts of the research.
- (4) **Conclusion drawing**, i.e. since entering research location and during data collection process. The researcher attempted to analyze the collected data by finding pattern, theme, equation correlation, frequently occurring condition, and others that were contained in conclusion.

## **CHAPTER IV RESULT AND DISCUSSION**

This research was located in Sidoarjo District including some villages where SMEs development was conducted.

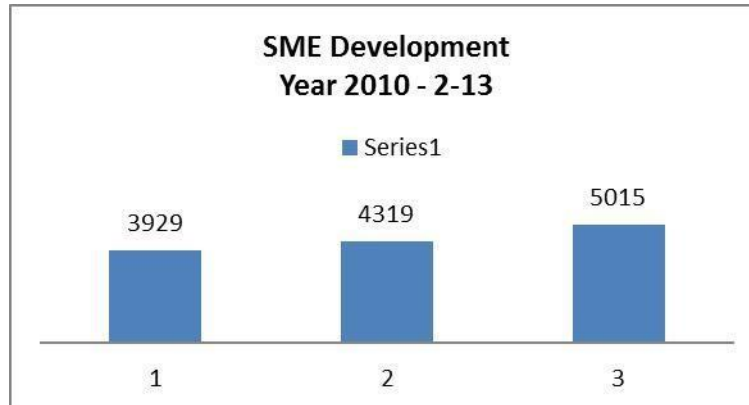




## SMEs Development

SMEs development in Sidoarjo is shown in Table 1 below:

Table 1  
SMES DEVELOPMENT



Source: Desperindagkop, 2014

From data of the last three years, the increase of number of SMEs entrepreneurs is quite significant. It indicates people interest to be entrepreneur. It will result in employment availability that finally will improve the prosperity of local communities.

Based on the result of research conducted by Sriyono (2014), it indicates that the development of SMEs in Sidoarjo District is quite pleasing, although it only begins with minimum capital and few workers, but they can develop until now.

Besides that, it obtains data that the SMEs entrepreneurs in carrying out their activities, there are some entrepreneurs that have implemented Green Economy, i.e. company of ducks, metal, crackers, and bags. Begins from the research, it develops how the entrepreneurs implement strengthening strategies of green economy in their business.

## Green Economy Implementation

This study examined if production activities of the entrepreneurs had been based on Green Economy or not. Therefore, interview was conducted with some entrepreneurs, among others Mr. Edi Heriyanto, Dungus Village RT 018 RW 04 Sukodone District, an entrepreneur of duck eggs. His comment is as the following:

*At the beginning of my business, I knew nothing about green economy. Doing business with profit was all that mattered for me. After a long time, I began to know green economy because of the explanation provided by an officer of Environmental Agency of Sidoarjo District. Therefore, how I can produce and gain profit but do not harm the environment, both my neighbors or people passing in front of my business location, and I have implemented it so far without my knowing.*

We asked the same question to an entrepreneur of crackers, H. Nurcholis, with address at Jl. Barokah No. 192 RT 04 RW 02 Telasih Village, regarding his business activities based on green economy that had been implemented. The following is his comment:

*I have heard about green economy term, but it became clear after the explanation from Environmental Agency. Essentially, green economy is a business activity that not only considers profit, but also an activity that does not harm local environment.*

Besides that, we also asked an entrepreneur of bronze handicraft, Mrs. Ratna, with address in Kebonsari Village RT 02 RW 02 Candi Sidoarjo, regarding business based on green economy. Below is her comment:

*I have watched on television regarding that matter, and then it was explained by Environmental Agency of Sidoarjo District. We are allowed to think about profit in running our business, but we are not allowed to harm local environment, either from the produced waste or from other activities, especially solid waste. Without my knowing, I have been doing that, I collected all solid waste separately from household waste because, in my opinion, it is hazardous and turns out that it is true.*

We crosschecked the answers conveyed by the entrepreneurs to the Environmental Agency of Sidoarjo District. Interview with Environment Agency represented by Head of Environmental Pollution Monitoring Section stated about business activities based on green economy. Here is the comment:

*It is true that we always conduct some instigations for small and medium entrepreneurs so that in implementing their productions, they keep considering the environment, thus, not only thinking about profit. So far, we notice that some entrepreneurs do not consider that matters. There are some possibilities of reasons why they do not consider that matters. First, it is probably due to their lack of knowledge regarding that matters. Second, they may know, but they face some difficulties in overcoming the problems, both in aspect of technology and fund to be used.*

*Therefore, we provide guidance gradually along with the simplest solution that does not burden the entrepreneurs, considering that they are small and medium entrepreneurs whose capital is not so much.*

It is know that green economy-oriented production process not only avoids pollution, but also prevents pollution. Therefore, we also asked the entrepreneur if they found any difficulties in implementing their business activities based on green economy.

Here is the comment:

*At the beginning, we faced some difficulties in implementing green economy. Due to the explanation from related agency, it became clear. For example, at the beginning of my business, I was confused because of the odor produced by my business, either from cages or remaining dishwater sourced from cages. Then I consulted the Environmental Agency of Sidoarjo District about how to overcome the problem. According to the Environmental Agency, duck dirt could cause odor due to the process of fermentation. The suggested step was to place a layer sourced from rice milling waste. The land before used for duck cages was given the layer with thickness of 15 cm above ground surface, so that the dirt would mix with the layer and reduce and eliminate the odor. (Mr. Edi Heriyanto, Dungus Village RT 018 RW 04 Sukodono District, an entrepreneur of ducks)*

We obtained the same answer from another entrepreneur. The comment is as follows:

*At that time, I directly disposed the waste sourced from production section along with other solid waste into trash can because I did not want to think much about the waste. After that, I knew that it was wrong so that I changed my way by separating the waste from another. (Mrs. Ratna, an entrepreneur of metal, with address in Kebonsari Village RT 02 RW 02 Candi Sidoarjo)*

The same went for the answer conveyed by the entrepreneur of crackers. The comment is as the following:

*Running business like that, the green economy, is actually hard because it needs additional energy and cost to collect all production waste and others. For the smoothness of my business, I still implement it to make my business more advanced. (H. Nurcholis, an entrepreneur of crackers, with address at Jl. Barokah No. 192 RT 04 RW 02 Telasih Village)*

We also crosschecked the answers from the entrepreneurs with Environmental Agency if the methods were appropriate. Here is the comment:

*Business orientation based green economy is indeed not easy, but we provide guidance gradually for the entrepreneurs regarding the process of business based on green economy and appropriate solutions for the activities. For entrepreneurs of ducks, the most serious waste is the odor caused by their dirt. So, the solution is by collecting the duck dirt and avoiding it to scatter in any place. The method is by placing a layer made of rice milling waste on the surface of ground to be used for cages. After that, periodically, if the amount of dirt has exceeded the layer of rice milling waste to hold the dirt, the layer must be replaced, and so forth. While, duck dirt mixed with rice milling waste is collected to be used as organic fertilizer by adding some additional ingredients.*

### **The strengthening strategy in Green Economy**

In the first study conducted by Sriyono (2015) has been obtained the result that there are some SMEs in their ordinary course of business have implemented green economy. In the next stage is how the strategy of entrepreneurs who apply green economy to maintain the sustainability. Therefore we conducted the interview with the entrepreneur, the comment is as follows:

*If I do not have specific strategies to maintain this business in order not to disturb my neighbor, periodically I invite all employees in a meeting to discuss this issue. I also explained that environmental factors must be maintained as well as best we can. For example, for the production I made schedule for the duck cage cleaning. In addition, I collected the waste derived from duck cage in a special place then I added other materials such as ash, compost, and manure, and I let it turn into fertilizer. For other places I clean it and I collect feces and made in the garbage disposal.*

*Other wastes originating from the former materials (cartons, eggs place etc) I collect and I re-sell them. Those are my steps, easy and I can do it.*

*In addition if there is training about the green economy held by the local government, namely the Department of the Environment then I will regularly follow it. (The result of interview with Mr. Edi Heriyanto Dungus Village NA.018 CA. 04 Sukodono Sub District)*

We asked the same thing to other craft SMEs , the following is the comment:

*The way I do is to tell my employees not to remove the existing dirt in any place, because the production waste from my factory is dangerous so that needs to be collected in special place. The easiest way is providing bins in all parts, so that rubbish can be accommodated and I also prepare the large shelters to temporarily accommodate all solid waste from the production. (Mrs. Ratna metal entrepreneurs located in Kebonsari Ward NA 02 CA 02 Candi Sidoarjo)*

We also asked the same question to cracker craft SMEs , what strategy they use to strengthen the implementation of Green Economy, this is the comment:

*I give understanding to all employees to maintain the cleanliness of scattered materials and all the waste from the production from raw material not to be disposed anywhere. I discuss with all employees together for handling the wastes in the factory. The employees are more active and innovate to propose the ways to overcome the problems that exist in the company.*

Then we made question cross check with the same question to Department of Environment of Sidoarjo District, the comment is as follows:

*We only carry out the duties in accordance with our responsibilities, we regularly conduct the training to entrepreneurs, especially on matters of keeping the environment in order to stay well. In addition, periodically we also invite them to be given training on the most recent environmental policy and on how to prevent environmental pollution.*

*Every business has different handling in keeping its environment, and thus different knowledge needed. Environmental sustainability is not only the responsibility of the employers but also a shared responsibility of society, employers and government. So the awareness of clean environment is a shared responsibility.*

*The main point is that business activities based on green economy needs to be undertaken in order to make the business smooth and continuous and not disturb the environment. To be able to keep it depends on the commitment of the leadership of the company, if he cares about it or not. Employees will be at the discretion of the leader, because in the end the risk will be borne by the leader.*

In addition to green economy strengthening, we also asked about the impact of such activity. As we know that to make a business activity to be oriented to the green economy takes time and thought, following comments from them:

*The first time I performed this way (green economy) was very heavy because all my employees did not understand about this way. I gradually in accordance with*

*the capabilities and innovation that I have tell them about it, thank God they can understand and it can be run up to now. In addition I also have more expense of having to prepare a lot of facilities for the activity, but it was only at the beginning after all is done the cost increases. When compared to the effect I can feel the good side of working with clean environment.* (H. Nurcholis, crackers entrepreneurs addressed at Jln Barokah No. 192 NA 04 CA 02 Telasih Village, Tulangan Sub District)

We also asked to other SMEs entrepreneur the impact after implementing green economy activity, as follows:

*It is difficult at the first time, every day I myself control their work in the field. Usually I only control production alone but now I need to control the cleanliness and produced waste. My employees have not been used to this kind of work, what they know is a lot result of work. Issues about cleanliness, waste about efficiency is not sufficiently understood it is because their education level is low. With patience and innovation, I eventually paid off, now I make them understand and I make schedule and they have already known and they implement it. To make them work smoothly then I spend extra cost for socialization, such as adding the trash, lighting, fixing leaky pipes or leaky pump and remind employees if there's a leak and the leak can be repaired immediately.* (Interview result with Mr. Sulaiman, Kebonsari Village NA05 / CA01 Candi Sub District, Sidoarjo)

We also gained similar answer from another entrepreneur, as follows:

*The clean activity is good, but also not easy to implement. Moreover, the culture of my employees from the beginning I started up this factory was less concerned. So I have to tell them first slowly, they can not immediately be reprimanded if work as they will and they need to be given the understanding. The result, as now, my factory is cleaner, but the cost I spend is more than the first time when I did not think about this way/ green economy.* (Mr. Pujiono, Bag Entrepreneur of Kedensari Village NA 15 CA 5 Tanggulangin Sub District)

## **DISCUSSION**

Based on the result of interviews with some SMEs entrepreneurs in Sidoarjo District, the entrepreneurs have nearly similar strategies. The implemented strategies are mostly oriented on internal strategies, where leadership factor and human resource are handled first. The role of leader is to be a motivator in creating green economy business. It indicates that leadership factor (Hackman and Johnson, 2000 and Lacy, 2012) is very dominant to give directions for workers. Besides that, it also needs transformational leadership and that has dynamical capability (Shan Chen, Yu and Ching-Hsun Chang, 2013). Some obstructions are faced by SMEs in implementing strategy to strengthen green economy condition, such as uncertain political condition, weak infrastructure, and human resource with low ability (Kotey, Bernice and Anthony Sorensen, 2014). Moreover, innovation from the leader is also required to strengthen green economy.

Clear job description regarding green economy definition for each worker will also facilitate the implementation and strengthening of green economy. Besides that, trainings for workers regarding business orientation based on green economy are required to form a culture and character for the company (Ellen Scully-Russ, 2013). Therefore, in business development in each country, recommendation to reinforce environment preservation is needed (Yasamis, 2007).

The existence of business activities with various kinds of technology is expected to minimize the pollution produced by them because it will have impacts in the future. According to Bey (2001), development of technology will not terminate a system, but constitute a reflection for sustainability in the future. Developing new skills, knowledge, and thinking pattern for next generation are the key for business leaders to accelerate critical points in sustainability integration in the core business.

Business activities based on green economy is not only implemented in production, but also started by environmental design, building design, product supply chain, warehouse for product storage, and other logistics (Nunes, Breno and David Bennett, 2010).

As an example, Japan has long implemented green environment in developing the country so that, in the industrial level, Japan is very advanced due to the industrial development based on green industry by following comprehensive security tradition, policy to contribute to national benefit, both from the aspect of economic prosperity and political stability by searching for new market outside the country, resource security, and security of cooperation relation with other countries (Okano, Maaike - Heijmans, 2012).

## CHAPTER IV CLOSING

### IV.1 Conclusion

1. The government provide guidance and direction of green economy-oriented process.
2. The strategies used by SMEs entrepreneurs are mostly oriented on internal strategy.
3. The role of leader is very dominant in directing the workers to achieve the green economy process.

### IV.2 Suggestions

1. The government is expected to provide guidance continuously to strengthen the green economy process by sustainable trainings.
2. The government is expected to provide Village Allocation Fund to help the strengthening of green economy process and actively participate in increasing the production of SMEs.

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