

Exploration Practice Management Green Quality and Its Impact to Sustainability

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ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi praktik manajemen kualitas hijau serta menganalisis dampaknya terhadap keberlanjutan organisasi. Manajemen kualitas hijau merupakan pendekatan strategis yang mengintegrasikan prinsip manajemen mutu dengan aspek lingkungan guna meningkatkan kinerja berkelanjutan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus untuk memperoleh pemahaman yang komprehensif terkait implementasi praktik tersebut. Informan dalam penelitian ini terdiri atas pemilik usaha sebagai informan utama, manajer operasional dan karyawan sebagai informan kunci, serta pelanggan sebagai informan tambahan, yang dipilih secara purposive. Teknik pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi. Analisis data menggunakan teknik analisis tematik melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa praktik manajemen kualitas hijau diimplementasikan melalui efisiensi penggunaan sumber daya, pengelolaan limbah berkelanjutan, penggunaan bahan ramah lingkungan, serta penerapan standar operasional berbasis lingkungan. Faktor pendukung utama meliputi komitmen manajemen, tingkat kesadaran lingkungan karyawan, dan integrasi kebijakan internal organisasi. Implementasi tersebut memberikan dampak positif terhadap peningkatan kinerja lingkungan, efisiensi operasional, serta penguatan daya saing dan citra organisasi. Namun demikian, terdapat beberapa kendala dalam implementasinya, antara lain keterbatasan sumber daya, kurangnya pemahaman teknis, serta belum

optimalnya dukungan kebijakan eksternal. Oleh karena itu, diperlukan sinergi antara organisasi dan pemangku kepentingan untuk memperkuat penerapan manajemen kualitas hijau. Penelitian ini diharapkan memberikan kontribusi teoritis dan praktis dalam pengembangan strategi keberlanjutan organisasi.

ABSTRACT

Study This aim For explore practice management quality green as well as analyze the impact to sustainability organization. Management quality green is approach strategic integration principle management quality with aspect environment use increase performance sustainable research This use approach qualitative with design studies case For get comprehensive understanding related implementation practice said. Informant in study This consists of on owner business as informant main, manager operations and employees as informant key, and customer as informant additional, selected purposively. The data collection technique was carried out through interview in-depth, observation, and documentation. Data analysis using technique analysis thematic through stages data reduction, data presentation, and data extraction conclusion . Research results show that practice management quality geen implemented through efficiency use source power , management waste sustainable use material friendly environment , as well as implementation standard operational based environmental factors supporters main covering commitment management , level awareness environment employees , and integration internal organizational policies . Implementation the give impact positive to improvement performance environmen, efficiency operational, as well as strengthening Power competitiveness and image organization. However Thus, there are a number of constraint in implementation, including limitations source power, lack of understanding technical, as well as Not yet optimally support policy external. Therefore that, is necessary synergy between organizations and stakeholders interest For strengthen implementation management quality green. Research This expected give contribution theoretical and practical in sustainability strategy development organization.

Keywords: *Exploration, Management Quality Green, Sustainability*

INTRODUCTION

Development modern industry shows the existence of a shift in organizational orientation that no longer solely focuses on economic profit, but also pays attention to

environmental sustainability aspects. This transformation is triggered by increasing global awareness of the importance of maintaining a balance between production activities and the sustainability of natural resources. In this context, organizations are required to integrate sustainability principles into their management systems in a comprehensive manner. One of the evolving approaches is green quality management, which combines quality management concepts with environmentally friendly practices. This approach not only focuses on product quality, but also on efficient production processes with minimal environmental impact. According to Zhu, Sarkis, and Lai (2013), the integration of environmental practices into management systems is capable of improving organizational performance simultaneously, both from economic and environmental aspects. This shows that sustainability can become an integral part of modern organizational business strategy.

Green quality management is part of a strategic innovation aimed at improving operational efficiency while reducing negative environmental impacts. The implementation of this concept covers various aspects, such as waste reduction, energy efficiency, and the use of environmentally friendly materials. Organizations that are able to integrate these practices into their operational systems will gain stronger competitive advantages in the market. This is in line with research by Green, Zelbst, Meacham, and Bhadauria (2012), which states that the implementation of green supply chain management practices significantly influences improvements in both operational and business performance. Thus, green quality management is not only a form of organizational social responsibility but also functions as a strategy to enhance competitiveness in an increasingly competitive global market.

In Indonesia, the implementation of green quality management practices has shown positive development, although it still faces various challenges. Many organizations, especially in the small and medium enterprise sector, are beginning to realize the importance of environmentally friendly practices in maintaining business sustainability. However, the level of implementation varies depending on the capacity of each organization. Limitations in resources, both financial and knowledge-based, remain the main constraints in implementing this concept. Research by Lestari and Wijaya (2021) shows that the success of environmentally based program implementation is highly influenced by managerial capability and organizational leadership commitment. This confirms that internal organizational factors play a crucial role in driving the successful implementation of green quality management.

In addition to internal factors, external factors also influence the implementation of green quality management in organizations. Government regulations and market pressures are the main driving forces for organizations to adopt environmentally friendly practices. Organizations operating in highly regulated environments tend to adapt more quickly to sustainability demands. On the other hand, increasing consumer awareness of environmentally friendly products also creates additional pressure for organizations to innovate. According to Sarkis, Zhu, and Lai (2011), institutional pressure plays a significant role in encouraging the adoption of environmental management practices across various

industries. Therefore, the success of green quality management implementation cannot be separated from a supportive external environment.

The implementation of green quality management has a significant positive impact on organizational performance. From an operational perspective, these practices improve resource efficiency and reduce production costs through more effective waste management. From a marketing perspective, organizations that adopt environmentally friendly practices tend to have a more positive image in the eyes of consumers. This leads to increased customer loyalty and greater market trust in the products offered. Research by Porter and van der Linde (1995) shows that environmental innovation can enhance efficiency while simultaneously creating competitive advantages for organizations. Thus, sustainability is not only a moral obligation but also a strategic opportunity for organizations.

Despite its many benefits, the implementation of green quality management still faces several challenges that need to be addressed. One of the main challenges is the limitation of resources, both in terms of financial capacity and human resource competencies. In addition, a lack of understanding of green quality management concepts and practices also hinders its implementation. Many organizations still perceive environmentally friendly practices as an additional cost burden. In fact, in the long term, these practices can provide significant economic benefits. According to Hart (1995), organizations that are able to manage environmental resources effectively will gain sustainable competitive advantages. Therefore, a shift in organizational management paradigms is essential.

Efforts to optimize the implementation of green quality management require integrated and sustainable strategies. Organizations need to enhance human resource capacity through training and the development of competencies relevant to sustainability practices. In addition, top management commitment is a key factor in driving successful implementation. Integrating environmental policies into organizational management systems will strengthen consistency in applying these practices. According to Jabbour and Santos (2008), the success of environmental management implementation is highly influenced by the integration between organizational policies and operational practices. This indicates that a systematic and coordinated approach is crucial in implementing green quality management.

Based on the above discussion, the study of green quality management practices and their impact on sustainability is important to be conducted. This research is expected to contribute to the development of sustainable management literature, particularly in the context of organizations in Indonesia. Furthermore, the findings of this study are expected to provide practical implications for business actors in designing effective strategies to improve performance while maintaining environmental sustainability. Therefore, the implementation of green quality management is expected to become an integral part of organizational management systems in facing global challenges. In line with this, Elkington (1997) emphasized that organizational sustainability must encompass a balance between economic, social, and environmental aspects as an inseparable unity.

METHOD

This study uses a qualitative approach with the objective of obtaining an in-depth understanding of green quality management practices and their impact on organizational sustainability. This approach was chosen because it is capable of exploring phenomena comprehensively based on the perspectives of research subjects within their natural context. The research design employed is a case study, which allows researchers to explore in depth the practices occurring within a specific unit of analysis. According to Creswell (2014), qualitative research is effective for understanding the meanings constructed by individuals or groups toward a social phenomenon. Thus, this approach is considered appropriate for examining the implementation of green quality management in a contextual and in-depth manner.

The informants in this study were selected using a purposive sampling technique, which involves choosing informants based on specific considerations relevant to the research objectives. The informants consist of business owners as primary informants, operational managers and employees as key informants, and customers as additional informants. Data collection techniques included in-depth interviews, observation, and documentation to obtain valid and comprehensive data. Interviews were conducted in a semi-structured manner to provide flexibility in exploring information from informants. According to Sugiyono (2017), purposive sampling is used in qualitative research to select data sources that are considered to have the most knowledge and understanding of the phenomenon being studied. Therefore, the selection of informants in this study is expected to provide relevant and in-depth information.

Data analysis in this study uses thematic analysis techniques through the stages of data reduction, data presentation, and conclusion drawing. The analysis process is carried out interactively and continuously from the data collection stage until the completion of the study. To ensure data validity, this research applies triangulation techniques of sources and methods, so that the data obtained can be tested for consistency and credibility. In addition, member checking is also conducted to ensure the conformity between the collected data and the reality conveyed by the informants. According to Miles, Huberman, and Saldaña (2014), qualitative data analysis is carried out systematically through the processes of data condensation, data display, and conclusion verification. Thus, the results of this study are expected to have a high level of validity and reliability.

RESULTS AND DISCUSSION

Based on the data reduction process, the findings of this study show that green quality management practices in the organization are focused on three main aspects, namely resource efficiency, waste management, and the use of environmentally friendly materials. The data obtained from observations, interviews, and documentation were selected and grouped based on thematic similarities, resulting in a systematic pattern of findings. The results of the reduction indicate that most business actors have begun to adopt environmentally friendly

practices, although still on a limited scale. These practices are carried out as a form of adaptation to market demands and growing awareness of sustainability importance. This finding is in line with Sari and Putra (2022), who state that the implementation of environmentally friendly practices in small businesses can improve efficiency while supporting business sustainability.

As part of the interview results, the main informant revealed that the implementation of environmentally friendly practices is carried out gradually according to business capacity. The informant stated: *“We started replacing several production materials with more environmentally friendly ones, even though the price is slightly more expensive, but we see this as important for the long term.”* This statement shows a strategic awareness in integrating environmental aspects into business activities. This is in line with Pratama and Hidayat (2021), who found that business actors tend to adopt environmental innovations gradually according to their financial and operational capacity.

Interview results with key informants show that management plays a very influential role in encouraging changes in employee behavior. The informant stated: *“The management has instructed us to be more efficient in material use and to start sorting production waste so that nothing is wasted.”* This statement indicates the existence of internal policies that support the implementation of green quality management at the operational level. This finding is supported by Wibowo and Santoso (2020), who state that leadership and internal organizational policies play an important role in shaping environmentally oriented work behavior.

From the customer perspective as additional informants, it was found that preference for environmentally friendly products is increasing. One customer stated: *“I am more interested in buying products that use natural materials and do not damage the environment, even though the price is slightly higher.”* This statement shows that consumer awareness also acts as a driving factor in the implementation of sustainability practices. This is in line with Nugroho and Lestari (2021), who state that changes in consumer preferences toward environmentally friendly products encourage business actors to adapt to sustainability concepts.

Overall, the interview results show alignment between management policies, operational practices, and consumer perceptions regarding the importance of green quality management. Informants generally agreed that these practices provide long-term benefits despite requiring adjustments at the initial stage. One informant stated: *“Although it was initially difficult, now we are starting to feel the savings and its impact on the business.”* This indicates that green quality management practices have the potential to improve efficiency as well as organizational sustainability. This finding is supported by Rahmawati (2020), who shows that environmentally friendly practices can improve long-term operational efficiency.

Tabel.4.1. Data Presentation (Data Display)

No	Main Theme	Data Code	Source Informant	Core Findings
1	Efficiency source Power	Savings material	Owner business	Reduce use material production
2	Management waste	Sorting waste	Employee	Waste separated For reduce pollution
3	Material friendly environment	Substitution material	Owner business	Replace material with more safe
4	Market pressure	Preference consumer	Customer	Consumer choose product friendly environment
5	Commitment organization	Internal policies	Manager operational	Directions leadership support practice green

Source : Processed primary data , 2026

Research results show that green quality management practices have a positive impact on organizational operational efficiency. The implementation of efficiency principles in the use of resources, such as raw materials, energy, and water, enables organizations to reduce waste that previously often occurred in the production process. These efforts not only impact production cost savings but also increase productivity because work processes become more structured and controlled. In addition, better waste management also helps reduce waste handling costs and minimize potential losses due to environmental pollution. In the long term, this efficiency contributes to increasing organizational competitiveness because lower operational costs can be allocated for product innovation development. These findings indicate that green quality management is not only an environmental approach but also an effective operational strategy. This is in line with Firmansyah (2022), who states that resource efficiency based on environmental principles can significantly improve the operational performance of small and medium enterprises, especially in facing increasingly competitive market conditions.

Besides operational efficiency, the implementation of green quality management is also strongly influenced by internal organizational factors, especially management commitment and organizational culture. Leadership commitment plays a central role in determining policy direction and the implementation of environmentally friendly practices. Leaders who have high awareness of sustainability tend to be more active in encouraging change, both through policy formulation, supervision, and providing examples to employees. On the other hand, a work culture that supports sustainability will strengthen the implementation of these practices in daily activities. Employees who are accustomed to efficient and environmentally conscious work patterns will more easily adapt to green quality management policies. The synergy between management commitment and organizational

culture creates a conducive work environment for the implementation of sustainable practices. This is supported by Handayani and Putri (2021), who state that organizational culture has a significant influence on the success of sustainability practice implementation in an organization.

From the external side, market pressure and changes in consumer preferences are important factors driving organizations to adopt green quality management practices. Modern consumers increasingly have high awareness of the environmental impact of the products they consume, so they tend to choose more environmentally friendly products. This condition encourages organizations to adapt by making innovations in raw materials, production processes, and product design. In addition, competition among business actors also encourages organizations to build differentiation through sustainability practices as added value. This pressure does not only come from consumers but also from business partners and government regulations that increasingly emphasize environmental responsibility. Therefore, organizations that are able to respond well to this external pressure will have greater opportunities to survive and grow. This is in line with Saputra (2023), who states that market pressure has a positive influence on the adoption of sustainable business practices

Another impact of implementing green quality management is the improvement of organizational image in the eyes of consumers and society. Organizations that consistently implement environmentally friendly practices are seen as responsible entities with environmental concern. This can increase consumer trust and strengthen customer loyalty toward the products produced. This positive image also has the potential to open wider market opportunities, especially in consumer segments with high preference for sustainable products. In addition, a good reputation can also increase organizational attractiveness in the eyes of investors and business partners. In the long term, a strong image becomes a strategic asset that supports sustainable organizational growth. Therefore, the implementation of green quality management does not only affect internal aspects but also provides added value in external organizational aspects. This is supported by Kurniawan (2020), who states that corporate image improves along with the implementation of environmentally oriented business practices.

Based on the overall findings, it can be concluded that green quality management practices play a strategic role in supporting organizational sustainability. The integration of operational efficiency, management commitment, and market pressure becomes the main factor in the successful implementation of these practices. These three factors are interrelated and form a system that supports the creation of a sustainable organization. In addition, the implementation of green quality management also has a positive impact on improving organizational performance, image, and competitiveness. Therefore, integrated efforts between various parties, both internal and external, are needed to strengthen the implementation of these practices. Organizations need to improve human resource capacity, strengthen internal policies, and build collaboration with stakeholders. Thus, sustainability is not only a concept but can be realized in real practice. This is in line with Yuliana (2022),

who states that organizational sustainability can be achieved through the balanced integration of economic, social, and environmental aspects.

CONCLUSION

Based on the research results, green quality management practices play an important role in improving operational efficiency and supporting organizational sustainability. The implementation of resource efficiency, waste management, and the use of environmentally friendly materials has been proven to reduce production costs. In addition, management commitment and organizational culture are the main factors in successful implementation, thereby creating a more effective and sustainability-oriented work system.

On the other hand, market pressure and increasing consumer awareness also contribute to encouraging organizations to adopt environmentally friendly practices. The implementation of green quality management not only improves efficiency but also strengthens organizational image and competitiveness. Therefore, synergy between internal and external factors is needed so that the implementation of these practices can run optimally and provide sustainable benefits for the organization.

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