

LEADERSHIP ROLE AND SOCIAL GREEN RELATIONAL CAPABILITIES, NETWORK AND SYMMETRIC COLLABORATION IN ORGANIZATION'S PERFORMANCE

Zainur Hidayah*

Abstract: *The more limited availability of natural resources and climate change and the amount of exposure to natural disasters have changed the orientation of the perpetrators of the organization on the environment. Consumer awareness of the environmentally friendly products open up a new segment for the industry players. The organization's ability to manage the environment as a resource can be reactive, proactive and value seeking a stimulus for the competitiveness of an organization. In an environment that is increasingly competitive and dynamic, organizational sustainability is also determined by the leadership in the organization. Effective organizational leaders tend to innovate, respond to changing market and environment, and creatively overcome challenges. This study aimed to examine the relationship between leadership and organizational skills, cooperation in improving organizational performance. This study was conducted on shrimp fishing company started from seed, feed, cultivation and export import. Respondents in this study as many as 153 Vendor. The data were then analyzed by Structural Equation Modelling (SEM) with AMOS Programme 21.*

The study shows that leadership role in improving the company's performance is indirect, namely by improving the competence of the organization and cooperating with partners. On the other hand cooperation is also greatly influenced by the work of the organization's network.

Keywords: *leadership, value seeking, collaboration and social green relational capabilities.*

PRELIMINARY

The more limited availability of natural resources, climate change and large amount of natural disasters has changed the orientation of perpetrators of organization towards environment. Consumers' care about environment-friendly products would open a new segment for perpetrators of industries. On the other side, issues about environment can also make positive impacts. Killian (2006) stated that products' guarantee which shown by *sustainable certification process* and the attention

* Universitas Terbuka, Ciputat Tangerang, E-mail: zainur@ut.ac.id

towards environment has given competitive advantage for coffee products in Brazil. This competitive advantages are in the forms of higher price level and elasticity of demand which is smaller or less elastic than conventional coffee products. Meanwhile, Bhattacharya and Sen (2004) mentioned that nowadays more consumers chose products that pay attention towards environment and persuade people to behave better. While study result of Blackburn (2007) said that factors which is the strongest encouragement for organization on continued implementation is a push to initiate innovation and growth, invrease reputation and image, avoid the involvement of rules and attract and keep the organization's human resources (Blackburn, 2007; Savitz and Weber,2006; Ismail, 2016).

On the other side, implementation of environment management will increase the cost for organization as stated by Chien (2004), the increase of production cost as much as 3,300 millions Taiwan Dollars for electric industry in Taiwan when it applied Waste Electrical and Electronic Equipment (WEEE) dan EuP (Energy-using Products). Meanwhile, based on the report of *United Nations Environment Programm* (UNEP. 2011), manufacture industries in the whole world consumed 20% of total electricity in the world while producing 20% of waste gas in the form of CO₂, not to mention other gasses that can endanger organisms in the world. Seen from the value chain, primary industries generally produce bigger environment impacts than upstream industries with smaller increase value (Clift and Wright, 2000). However, some researches showed that implementation of environment management in management system of supply chain cause a different impact as stated by Gopalakrishnan, Yusuf *et al.* (2012) dan Baines, Brown *et al.* (2012) that organizations that run environmental management by utilizing various environment-friendly resources will maximize production with little to no effect to environment. Besides, organizations that apply environmental management in the long term will have benefit of competitive edge which is received from efficiency through quality increase and optimization of production cost (Fullerton *et al.*, 2008).

To achieve success in increasing organization's performance, organization leaders which work together in management of supply chain start from the suppliers, distributors and manufacturers as well as retailers have to have the same objective before considering environmental management (Dubey, Gunasekaran *et al.* 2015). Dwyer (2000) stated that one of the benefit from the organization building alliance or cooperation is to accelerate the growth of innovation as well as reducing the risk of innovation. Growth of innovation can only be reached by the increase of organization's abilities.

Cooperation between organizations is very related to leadership. Meanwhile, the application of *green operation* cannot be done by the organization itself but

related to other organization whether to the front (outbound) or to the back (inbound) where the organization cooperate (Srivastava, 2007). In this condition, it is necessary to have integration and coordination as well as same objective from all components of organization whether it is extern or interorganization. Once again the role of leadership is needed on how the cooperation between organizations is built so that the awareness towards the environment can be applied and give additional value for all components involved. Besides, in it's implementation, *green operation* often get obstacles and supports, one of the obstacle is the lack of knowledge from the members of the organization as well as the stockholders (Wirtenberg *et al.*, 2007), while the success of *green operation* can be achieved if it gets the support from the leaders of the organization (Siegel, 2009). Eventually, the role of leadership once again is necessary to overcome the obstacles and to support the implementation of *green operation*. Meanwhile (Sharif and Irani. 2012) said that the leadership is the key of implementation of Green Supply Chain Management (GSCM). Leadership is an effort to build environmental decisions as well as the objectives which are wanted to be achieved through resource supply in the form of raw materials as well as trained human resources that can encourage repairmen and work efficiency. Meanwhile, in cooperation, leadership has a role in building cooperation network and culture as well as maintaining working relationship in harmony between partners (Yusuf, Gunasekaran. *et al.* 2007). In more competitive and dynamic environment, the sustainability of organization is very depended on the leadership in the organization itself. Effective leaders of the organization tend to innovate, respond to the change of market and environment, creative on overcoming challenges and maintain high performances (Vardiman *et al.* 2006).

Study related to leadership and its implementation is done in a few amount (Dubey, Gunasekaran *et al.* 2015). While study related to green management is done in a large amount but few to has revealed the problems in fishery and in the region of Asia. Previous studies are done more in Europe and America in subject of automotive industries (Fahimnia;, Sarkis; *et al.* 2015). This study is aimed to review the role of leadership, organization's ability is stated by social green relational capabilities and collaboration in increasing the organization's performance.

This writing is organized in 5 parts; the first part is the preliminary which stated the problem formula and the structure of thinking. Second part is a synthetic from various theories related to the variable of research. While the third part is formulate the hypothetic which will be continued in the fourth part about research method and its instruments. The last part contains the result of the study as well as its conclusion.

2. STUDY RELATED TO RESEARCH VARIABLES

2.1. Green Transformational Leadership

More and more believed that leadership that sensitive to environment is the one that works in decision making is in the same tune with environment become more important than conventional leadership that only prioritize organizations objective, which is benefit, growth and fulfill the hope of the stakeholders (Leuenberger, 2007). According to Hanson and Middleton (200), definition of continued leadership which sensitive to the environment need these 5 things: 1) The period of implementation last long beyond the scope of business and politics, 2) awareness towards nature complexity, 3) adopting non-anthropocentric point of view, 4) aware about the risk from the environment, and 5) use non-economic evaluation technic. Those 5 things need leadership that can grow or increase capabilities, innovation, and teamwork performance from the whole components of organization and not only prioritizing the need of individuals and organization, but only for the good of all. Transformational leadership has an ability to see new chances, building vision and motivation as well as guide its members. Besides, these leaders can also support their members in finding chances and giving bigger responsibilities through empowerment of explicit and implicit knowledge (Bass, 1999). Fable *et al.* (2005) stated that challenges today for organization leaders is to guide or carry the organization through uncertainty of economy condition and harmonize the organization with sustainable issues. This task became more complex when many organizations failed to go through it because of their unpreparation. According to McCann and Holt (2010), it is necessary to evaluate and redefine the continued concepts so they can use or harmonize the concepts with organizations operational, which can lead to the increase of performance and competitive advantage for each organizations. Chen and Chang (2013) presented *Green Transformational Leadership* which is leaders behavior that can motivate employees or members to achieve environments objective as well as able to inspire their members to achieve environments performance beyond expectation. From their study result showed that *Green Transformational Leadership* cause significant impacts towards development of products which are environment friendly as well as increase the employees creativity towards ideas related to environment.

2.2. Social Green Relational Capabilities

Difference of power encourage stronger organizations to show their power instead of commitment in cooperation. Besides, the difference of priority increase the growth of conflict (Zhou, Zhuang and Yip, 2007). Powel (1988) said that organizations can increase their competence with other parties by developing the

existed relationship or exploring existed competence. However, to increase organizations competence from existed relation is not easy. Kanter (1997) stated that to reduce failure in cooperation it is needed to have suitability between organizations by adapting to culture, management practice, and procedure from each organizations. Unsuitability between organizations can cause counter-productive relation indicated by disagreements and suspicions. Besides, harmony in objective is an important part that influences how far business orientation, ability and activity of the partner can be successfully integrated (Spekman *et al.* 1998).

Meanwhile, for the sustainability of the cooperation relations between the organization is not only required motivation but also booster that can strengthen these relationships and even improve it and overcome the things that can destroy the relationship. To that end, Wilson and Mummaleeni (1986) stated that social content as a process that explains how relation between two parties grow. Social content between individuals accelerate participation in the exchange, because it improves communication and flow of information that will ultimately improve the overall relationship. The study by Mavondo and Rodrigo (2001) and; Mohr *et al.* (1994) found that the alliance partners can maximize their profits by establishing relational norms through a commitment that includes flexibility and solidarity.

Limitations of the support capacity of the environment and environmental damage due to excessive production processes lead to a shift in views of the organization on the environment (Srivastava, 2007). At first, the organization split between its operating performance and environmental performance on the premise that operating costs will increase. However, related to the availability of resources and the demands of the extern organization parties needs to include environmental and resource management as part of the production process (Wilkerson, 2005). Porter and Van der Linde (1995) stated that the main reason for the implementation of environmental management or sustainability is to save natural resources, reduce or even eliminate waste and improve productivity.

2.3. Symmetric Collaboration

Whipple and Russell (2007), defines three types of collaboration is based on 10 criteria: 1) people, 2) process, 3) technology, 4) the level of involvement of decision makers, 5) focus, 6) deadline, 7) the classification of the return from the relationship, 8) levels of the organization, 9) domain of information and 10) the level of knowledge. Three types of collaboration are 1) the collaboration transaction type, 2) type of event management, and 3) the type of management processes. Of the three types of these, most are in the type I and the fewer in number at a higher type. However, sustained collaborative relationships will increase with the increasing types. While Simatupang and Sridharan (2005) developed a collaboration

index that measures the level of collaboration in the supply chain relationship which is based on three factors: 1) to share information, 2) the synchronization in decisions, and 3) the alignment of incentives. Meanwhile, Lambert (2006) stated that cooperation or partnership can only occur in the form of transactions between organizations or Arm's Length but can also be integrated without the cooperation through the mechanism of transfer of ownership.

Geyskens *et al.* (1996) stated that symmetric cooperation relations or the equality in relation encourage tightness in relationship and increase the obstacles to end the relationship, making cooperative relationships runs in the long term (Casciaro and Piskorski, 2005). Besides, the increasing equality of relationships, the ability of partners to use the bargaining power in an effort to improve the performance itself through reducing the weaker partner concessions and resource dependency between them increases (Mackelprang, 2011).

2.4. Organizations Performance

A relationship built on the basis of cooperation to achieve common goals better than if done without the cooperation or collaboration. to avoid confusion and conflict (Simatupang and Sridharan, 2005), the measurement of the results of cooperation needs to be determined. Ramdas and Spekman (2004) propose three forms of performance measurement that refers to the reduction of transaction costs or increased efficiency. Measurement criteria used are the inventory turnover, inventory per week, the extent of damage, and service levels. While Simatupang and Sridharan (2005) refers to customer satisfaction by developing supply chain performance criteria such as the degree of fulfillment of demand, inventory size and responsiveness. But according to Chen *et al.* (2014) supply chain performance measurement that focuses only on operational items or only on financial items are not enough. Furthermore, Chen *et al.* (2014) proposed measuring the performance of the supply chain based on the operational performance of suppliers, buyers operating performance, and financial performance of the buyer.

3. HYPOTHETICAL DEVELOPMENT

3.1. Green Transformasional Leadership and SGRC

According to Bass and Avolio (1999), transformational leadership usually produce a better performance than the type of transactional leadership. This condition is possible because, transformational leadership can affect basic behavior and the assumption that all members of organization as well as shaping behavior and mental attitude to achieve organizational goals. In addition, transformational leadership with organizational knowledge management system through the

circulation of information and knowledge can shape knowledge and new competencies as expected and needed by organization.

With charisma, inspiration, intellectual stimulation and individualized consideration of employees (Bass, 1999), this kind of leadership encourages good communication network and a spirit of trust thus allowing the transition and the sharing of knowledge, including knowledge of slack (Slater and Naver, 1995). Please note that the slack knowledge (knowledge existing / collected within the organization) and the perception of the leader facilitates the exploitation of knowledge of the future that will enhance the basic skills and absorptive capacity. Meanwhile, transformational leadership also affect the absorptive capacity of organizations and individuals. Through the design of the organizational structure to match the characteristics of the organization, increased investment in research and development and the intense efforts of transformational leadership can strengthen the absorption capacity of the organization (Van den Bosch, *et al.* 1999).

Transformational leaders also stimulates the transfer of explicit knowledge and tacit at the individual and the organization (Argyris and Schon, 1996; Ismail, 2015). Tacit knowledge is more strategic than explicit, but produce sustainable competitive advantage and improvement of organizational performance. Finally, the perception of transformational leadership will affect the behavior of an innovative organization. The transfer of both tacit and explicit knowledge can only occur when there is interrelationship between organizations. To that end, externally transformational leadership must also be supported by the ability to build a network. The integration of the desired knowledge, it is necessary to have correspondence between social interaction and the nature of knowledge desired or needed. after that, it requires face to face communication in connection with tacit content to be exchanged (Lang, 2004; Ismail & Ghazali, 2015). According to McCallum and O'Connell (2009) effective leader and able to make a difference in many organizations, focus on developing human resources. However, in order to develop leadership abilities, it is important for the leader to maintain active social capital elements such as building relationships, boost confidence, goodwill and reciprocity. Where the twenty-first century organization will successfully managed by leaders who not only have the knowledge, skills and ability to operate effectively, but also has the relational ability to partner with others to realize their vision and goals.

Hypothetic 1: GTL Has Positive Relation with SGRC

3.2. Green Transformational Leadership and Symmetric Collaboration

Environmental sustainability is not a new concept but in line with the decline in the carrying capacity and environmental damage, this phenomenon becomes

important and the focus of organizational leaders (Leuenberger 2007). At first, environmental management by the organization just along or within the scope of the organization itself. Each organization is responsible in the field according to the regulation of waste management itself. In this condition, environmental management approach is still reactive, which is trying to reduce the waste from the production process (Kopicki *et al.* 1993; Van Hoek, 1999). But with the development of technology and cooperation between organizations of environmental management is not only reactive but also proactive even reached the stage of seeking value. Siegel (2009) stated that social responsibility of the organization's environment have a positive impact on the organization's reputation that could further enhance or build brand loyalty of the organization. However, social responsibility is a form of environmental investment decisions both in terms of financial and human resources managers. Therefore, as an investment needs to be made calculations concerning the return of this activity. So the decision of environmental responsibility is not a decision that bandwagon or simply a trend but has gone through a careful calculation.

According to Basu and Palazzo (2008), the organization took the decision to implement sustainability likely influenced by three kinds of impulse, namely 1) the performance, with the goal of using social investment or environment to improve performance, 2) stakeholders, in this case aimed at meeting specific demands from stakeholders external interests and institutions, and 3) motivation, in the form of either extrinsic reasons such as to avoid legal sanctions or enhance the reputation and ethics are based on the intrinsic morality. The study by Bansal and Roth (2000) by studying the opinion of 53 companies of the factors driving them toward sustainability, resulting in the conclusion that 3 factors: competitiveness, legitimacy (to polish their credibility or avoid penalties), and social responsibility.

Hypothesis 2: GTL is positively associated with Symmetric Collaboration

SGRC and Symmetric collaboration

Dwyer (2000) stated that one of the benefits of the organization to build alliances or joint venture is to accelerate the pace of innovation and reduce the risk of innovation. The pace of innovation can only be achieved by increasing organizational capabilities. Anderson and Narsus (1990) stated that cooperation refers to the desire of both parties in relation to achieving intra and inter company that recognizes the advantages of each other in the hope of a future exchange of balanced, reciprocal and togetherness. For that we need to make adjustments on various organizations as well as reducing the potential for negative feelings and stress on the results of the relationship (Michie and Silbey, 1985).

While Gulati and Sytch (2007) stated that the relations of cooperation and performance is determined by engagement in the integration of action, as well as quality and environmental beliefs of information exchange. Meanwhile, according to Kim (2006), that the quality of partnership influenced by participation, communication, information sharing, support of top management but is negatively influenced by age relationships and interdependencies.

Hypothesis 3: SGRC positively associated with Symmetric Collaboration

SGRC and Network

Kopicki *et al.* (1993) and van Hoek (1999) mentioned three approaches in the implementation of sustainability or sustainability which are reactive, proactive and value-seeking. A reactive approach refers to the organization's commitment to minimize the environmental impact of the production process through the control of the final product and waste disposal. While the proactive approach is done by preventing environmental impact that begins with the regulation that adopt environmental law with a commitment to design environmentally friendly products and prevention of environmental impacts through product recycling and waste management. In the value-seeking approach, organizations integrate environmental activities at each operational organization from purchasing to distribution and implementation of ISO as a strategic initiative into its business strategy (Meutia & Ismail, 2015).

Internal resources are organizational skills possessed by a company to perform the transformation or change of the received input into output generated by the company. A company that has the optimal resource could improve his chances to seek and find a suitable co-workers by forming an alliance or a variety of business relationships as a primary consideration (Caruana, 1997; Meutia, 2015). While external resources owned by a company newly established and successfully acquired the company and will increase the capability of the company (Teece, 1987).

Hypothesis 4: SGRC positively related to Network

Network and Symmetric Collaboration

Networks can not only provide access to resources and knowledge that is useful to the organization, even directly networks can provide income or increase the revenue of the organization in the form of relational rents (Dyer and Singh, 1998). In the inter-company networks that enable members to obtain stable reciprocal access to the resources controlled by her partner. By relying on resource sharing and coordination of the production process, the company can achieve economies

of scale and scope, and at the same time avoiding the disadvantages of the organizational integration complete, such as the high cost of coordination and less strategic flexibility (Antoldi, 2011).

The study by Mesquita and Lazzarini (2008) on furniture companies in Argentina showed that through horizontal cooperation with similar companies in the form of joint product innovation and the use of shared resources and vertical cooperation can increase the efficiency and productivity of the organization in the form of access to global markets. This opinion is supported by the results of a study conducted by Chetty and Agndal (2007) which states that small and medium businesses that have or rely on a network had the opportunity to reach an international market opportunities.

Hypothesis 5: Network is positively associated with Symmetric Collaboration

Symmetric Collaboration and Organizational Performance

As stated by Pai and Yeh (2013) cooperative behavior, the structures of power between organizations and the characteristics of the supplier will shape and influence the integration of the supply chain. On different sides, Gulati et al. (2005) emphasizes the issue of profit sharing or incentive to cooperate where integration in the cooperation will increase if there is suitability of the incentives or benefits. Meanwhile, Duffy and Fearn (2004) stated that the behavior of a partner cooperation will erode or decreases when there is power imbalance between partners.

While Jap and Anderson (2003) mentioned imbalances or asymmetric power gives a chance for the stronger to act in a disturbing information or not sharing information and erodes commitment to collaborate. Sheth and Parvatiyar (1995) stated that closeness of the relationship by working together in collaboration synergy, for example, can add value rather than the performance itself. This opinion is supported by Cox *et al.* (2003), in which surplus value is created through the interaction and the joint efforts of the partners (Vlosky and Wilson, 1997). According to Sharma and Sheth (1997), Ganesan (1994) and Buttle (1996), this approach can lead to a sustainable strategic advantage for vertical supply chain partners, which make it difficult for competitors to duplicate the relationship. However, as the threat of presence of power difference persists despite the lack of cooperation between organizations in this state actors will still use the strategy of power (Rokkan and Haugland, 2002) either overtly or secretly in order to create a higher proportion of surplus value for themselves.

Hypothesis 6: Symmetric Collaboration positively related to Organizational Performance

4. METHODOLOGY

This study was conducted at the company's shrimp fishery, either in the field of feed, seeding, cultivation and exporters that are scattered throughout Indonesia as many as 440 companies. Corporate data in this study was obtained based on the book of business behavior profile of shrimpery in Indonesia. Methods of data collection techniques in this study was conducted through a survey that used the questionnaire sent by post. Respondents in this study is the leader of the company or the manager of the company. Selection of the field of fisheries is associated with presence of company's dependence on the preservation of natural resources and the environment as a supply chain relationship between the companies.

Analysis of data using Structural Equation Modelling (SEM) with AMOS program 21. From 440 respondents, 189 of the data is gathered and analysis is only carried out on 153 while 36 other data unfit for use. While the variables in the study consisted of five variables: asymmetric power measured with 10 Likert scale from strongly disagree to the strongly agree. While the variables in the study consisted of five variables: asymmetric power measured with 10 Likert scale from strongly disagree to the statement on strongly agree. The measurement of green indicator transformational leadership is based on six indicators Podsakoff et al. (1996) and Chen and Chang (2013), SGRC measured by five indicators developed from literature, symmetric collaboration measured by three indicators based Simatupang & Sridharan, (2005), the network is measured by three indicators of Sparrowe et al. (2001) and Antoldi et al., (2011), while the organization's performance is measured by six indicators based Gunasekaran et al. (2004).

5. RESULT AND CONCLUSION

The test results showed that the overall of data of each line of business does not have significant differences that deserve to be processed. Analysis of each indicator on variables obtained results that 3 indicators on the organizational performance can not be used in relation to abnormal distribution of data. And after conducting transformation of these indicators, the value of loading factor is below 0.5 and so

Table 1
Calculation of Reliability, AVE and Square Roots of AVE

	AVE	\sqrt{AVE}	Reliability
Net Working	0.82	0.90	0.62
Organization Performance	0.46	0.68	0.55
Symmetric Collaboration	0.69	0.83	0.50
Social Green Relational Capabilities	0.38	0.62	0.50
Green Transformational Leadership	0.47	0.69	0.56

can not be used in the full analysis of the model. Similar to the 3 indicators green transformational leadership.

Results of calculation of reliability and Analysis of Variance Extracted (AVE) and the square root of AVE for each variable can be seen in the following table. While the correlation between variables in this study are shown in Table 2. Although there is a variance extracted values of less than 0.5, but the correlation between variables indicate the value is still below the square root of AVE, this condition indicates convergent validity or discriminant compared to construct (Ghozali, 2008).

Table 2
Relationship between Variables

	A	B	C	D	E
A Net Working					
B Organization Performance	0.413				
C Symmetric Collaboration	0.235	0.413			
D Social Green Relational Capabilities	0.553	0	0.603		
E Green Transformational Leadership	0	0	0.330	0.809	

From 6 hypothesis proposed in this study, 5 hypothesis can be accepted at $\alpha = 1\%$, is the hypothesis of the relationship between Green Transformational Leadership (GTL) and SGGR, SGRC with Symmetric Collaboration, SGRC with Network and Symmetric Collaboration and Organizational Performance, at $\alpha = 5\%$ by value of Critical Ratio (CR) of 2,047 is the relationship between symmetric networks and collaboration. While the hypothesis between GTL and symmetric collaboration has a value of 0.875 probability that this hypothesis can not be accepted either at $\alpha = 10\%$. (RMSEA = 0.022, GFI = 0918, AGFI = 0.889 CFI = 0988, NFI = 0986) with a Chi-square value is smaller than the calculated chi table (138 811).

Table 3
Hypothesis Test Results

<i>Hypothesis</i>	<i>Impacts</i>	<i>CR</i>	<i>Results</i>
1	Positive	5.569	Accepted
2	Positive	0.157	Denied
3	Positive	2.875	Accepted
4	Positive	4.290	Accepted
5	Positive	2.047	Accepted
6	Positive	2.987	Accepted

CONCLUSION AND IMPLICATION

Supply chain study on the fishing industry has not been much done in Indonesia and other countries. Results of this study indicated the relationship between elements in shrimp farming supply chain is very important in environmental management. In addition, the implementation of environment management should receive support from both within and outside the organization. It is shown from the results of studies where directly GTL does not significantly impact symmetric collaboration (hypothesis 2). These findings support the idea of Burke (2002) which stated that the existence and whereabouts of members of the organization in environmental management can be an obstacle. While efforts to improve the competence of the organization is dependent on a leadership role (GTL) (hypothesis 1). This finding support the idea of Zahra and George (2002). Besides, SGRC encourages motivation to build and strengthen the cooperation relations (Hypothesis 3). On the other hand, SGRC as an organizational capability to attract the desire of the partners to build a relationship (Hypothesis 4). Networks encourages the increasing competence of the organization as well as creating access to resources and markets (hypothesis 5). In the end, the similarity of interdependence will encourages integration among the organizations that work together (hypothesis 6).

The next study will be aimed at agriculture and fisheries companies to compare models of measurement or measuring tools for green organizations which until now has not been widely studied. This study has limitations such as the scope of the study is only in the shrimp fishing industry and does not consider the size of the organization.

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