Implementation of the Green Business Strategy at the Southeast Asia Poets Gathering Literary Festival (TPAT) II

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Keyword: Green Business, Literary Festival, Second Southeast Asia Gathering Literary Festival.

Abstract: The aim of this study is to demonstrate how green business can be utilized in literary and tourism activities at the 2nd Southeast Asia Gathering Literary Festival (TPAT) in Padang Panjang, West Sumatra, Indonesia. This research is motivated by the rise of business; for example, implementing a literary festival will create much waste because there are many people in the same place and at the same time. The implementation of a business must still be environmentally friendly. The use of a qualitative descriptive method with a green business approach is used in this study. The results of this study revealed aspects of implementing green business carried out by the committee during the activity through 1) the use of wooden coins as a medium of exchange when shopping at the Kubu Gadang bazaar as a marker of environmentally friendly money materials; 2) the festival venue is in a former paddy field with stilts made of wood as an environmentally friendly measure; 3) eating *bajamba* using durable cutlery instead of disposable containers as a measure to reduce plastic waste; and 4) digital promotions that can help paper waste as brochures or promotional activities. Although the TPAT II green business has yet to be fully implemented in its series of activities, the four things mentioned above are capable of being an effort by the committee to create a green business at the TPAT II festival.

1 INTRODUCTION

Literary festival is one part of tourism literature. The extension of literature can be provided with new perspectives through tourism literature, which is an interdisciplinary science. Literary festivals that can provide an overview of a place can be an opportunity for the birth of a new tourist spot. The implementation of literary festivals in Indonesia varies greatly, with West Sumatra being one of them.

West Sumatra has a variety of natural beauty that can attract the attention of both domestic and foreign tourists, such as Lake Maninjau, Sianok Gorge, Kerinci Seblat National Park, Pagaruyung Palace, Padang Beach, Mentawai Island, Harau Valley, Cubadak Island, Anai Valley Waterfall or Puncak Lawang Panorama Park. The outside community considers these places to be popular or known as tourist spots in West Sumatra. West Sumatra has a variety of beautiful tourist destinations, such as Padang Panjang.

Padang Panjang is one of the West Sumatra areas with several names or nicknames given by the local community and the people around it. The City of Serambi Mecca Minangkabau is a good example of its designation. This nickname refers to the vital role of Padang Panjang in developing Islamic culture and religion in the Minangkabau area. Another designation is the Traditional City of Basandi Syarak, Syarak Basandi Kitabullah. Minangkabau society's basic principles, which prioritize culture based on religion, are described by this phrase from the Minangkabau language.

Not only that, another term used is the City of a Thousand Houses Gadang. The name is a reference to the distinctive Minangkabau architectural tradition, particularly the gadang house, which is a prominent feature of the area's architectural culture. Another name is the Small Clock Tower City. Even though the Jam Gadang is better known as Bukittinggi, Padang Panjang also has a replica of the Jam Gadang, one of the city's landmarks. Not only that, another term is *Kota Bahari*, which refers to the vital role of Padang Panjang as a pioneer city in shipping and trade in the past.

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Padang Panjang is also known as the City of Literature and Arts. The nickname describes the abundance of culture and art in Padang Panjang, particularly in literature, performing arts, and traditional arts. In addition, Padang Panjang's name is known for being the City of Faith and Culture. This nickname shows that Padang Panjang prioritizes religious and customary values in everyday life. Then, there is another designation, Padang Panjang. In everyday conversation, this term is frequently utilized. These designations reflect essential aspects of Padang Panjang's identity and culture and give an idea of the values the local community upholds. Padang Panjang holds the title of Literacy City. Padang Panjang is well-known for its connections to literature and culture, most notably as the birthplace of the famous writer Sutan Takdir Alisjahbana or Buya Hamka.

A literary festival organized by the Padang Panjang government and cooperating parties is increasing the legitimacy of Padang Panjang, also known as the City of Literature and Arts or the City of Literacy. The festival is called the Southeast Asia Poets Gathering Festival (TPAT). This activity has been held twice;d the latest activity will be held in 2022. Based on interviews obtained by Dr. Sulaiman Juned, S.Sn., M.Sn., as chairman of the steering committee and one of the three curators on Thursday, 11 May 2023, the aim of organizing festival activities in Padang Panjang is to introduce the city of Padang Panjang itself from an educational perspective, especially literacy. TPAT I in 2018 had two locations, Sigando, and Kubu Gadang, while TPAT II only had one location in Kubu Gadang. We compiled a list of places in Padang Panjang and analyzed them individually. What suits TPAT II is indeed Kubu Gadang regarding lodging and others.

In addition, according to an interview with Ubai, the Chief Organizer of TPAT II, the history of this TPAT was initiated by Sulaiman Juned and Muhammad Subhan in 2016 to invite the Padang Panjang City Library and Archives service to make a big international event. When it was OK, then the proposal was made. In it, the concepts from the event were brought directly to the city government for discussion regarding this event because the funds were indeed funded directly from the city government itself. Of course, there was much discussion so that this activity could occur in 2018.

This TPAT will continue to exist once in two years. Indeed, at the end of the 2019s, towards the 2020s, it was Covid-19. TPAT had stopped. Then, TPAT II will occur on 30 November--03 December 2022. Then, Ubai said no because, in the vision and mission of the city government, it also wants to make Padang Panjang City a city of education and literacy so that TPAT is expected to continue in Padang Panjang City. This was done by bringing poets to Padang Panjang, starting with schools at TPAT II.

Festival activities typically generate various items that have the potential to harm the environment, such as activity waste or other waste, due to the simultaneous gathering of large crowds of people. The government and other parties must make this a top priority. Therefore, there are actions to promote eco-friendly events and festivals, which can be said to be increasing every year, intending to increase the competitiveness of events, reduce environmental impact, and understand the social dimension of the event (C. Dickson and C. Arcodia, 2010).

The implementation of sustainability initiatives in event management and operations leads to environmentally friendly events. The Johannesburg Implementation Plan from the World Summit related to Sustainable Development in 2022 (UN) in economic, social, and environmental aspects is a reliable source of support for this. This will later be related to tourism activities without sacrificing natural systems.

The great potential of Padang Panjang provides an opportunity to increase tourism in Padang Panjang City itself. Implementing the Padang Panjang Poet Gathering (TPAT) II in place can become a new tourism spot in West Sumatra. However, not only as a tourism potential in West Sumatra, the implementation of TPAT II uses a green business strategy (Kementerian ESDM, 2009). The government has done this by promoting the implementation of environmental management through an annual report, which is still voluntary and disclosure is non-public, and specifically for only related government institutions (M. Aisyah, 2013). This is evidenced by the Decree of the Minister of Environment No.42/11/1994 and Law of the Republic of 1997 of Indonesia No.23 concerning Environmental Management (M. Aisyah, 2013).

In addition, the use of green business can be used as a connection with environmentally friendly issues to impact climate change on tourism so that it becomes a motive in conducting business in the 21st century, especially in an era of financial uncertainty (J. Laing and W. Frost, 2010). Echoed by the government because there are issues related to aspects of profit in the economic sector, but this must still maintain the preservation of nature. This confirms that business matters can have an impact on the environment. This has become the government's focus, which is embedded in the concept of green business as stipulated in Law No. 32 of 2009 related to Environmental Protection and Management.

The regulation demonstrates that there are challenges related to global warming or other environmental issues. The average temperature of the atmosphere, sea, and land is what causes global warming. This resulted in the average temperature on the earth increasing by around 0.74 ± 0.18 °C (Dan et al., n.d.), a result of global warming causing system changes to ecosystems on the earth, such as extreme climate change, melting of ice so that sea levels increase, and changes in the amount and precipitation patterns. (Dan et al., n.d.).This will also produce an excessive greenhouse effect under normal conditions, causing damage. Thus, solutions are needed to change people's lifestyles and behavior in everyday life.

Various things can be done to minimize the impact of global warming. To reduce global warming, it's important to conserve the environment by planting trees and reforesting critical lands. This is because plants need carbon dioxide and produce oxygen (R. Utina, 2009). Another thing is related to education to the broader community through understanding and applying the principles of several dimensions, such as changing mindsets and attitudes that must view the interests of life as having meaningful connections because they will affect environmental processes. In addition, environmental ethics is also needed because we must (R. Utina, 2009). Uphold the understanding that the environment and resources will affect the environment. Communities must respect traditional culture with ethical and moral values towards nature, so that the conservation of natural resources and the environment becomes absolute (R. Utina, 2009). The implementation of green business practices in Indonesia is crucial for protecting the environment, building a sustainable economy, and achieving sustainable development goals comprehensively.

The aim of this study is to demolish the implementation of the green business strategy implemented by the government and committee for TPAT II activities in Padang Panjang. Research on green business using the TPAT II corpus has not been found. However, research related to green business or green events has been conducted by (Permana & Alfauzy 2023), (Utomo & Sulistya Rini, 2023), and (J. Laing and W. Frost, 2010). These three studies can be used as a reference for green business or green event research that has been done before. The similarities between the two studies are that a green concept is applied to business. The three studies employed different corpora and methods, however. So is the purpose to be expressed. The research results are a distinct difference between these three studies.

Permana & Alfauzy's research revealed the same research methodology using qualitative methods (Permana, 2023). The purpose of the research conducted is to reduce the waste problem in Indonesia. In contrast, (Permana & Alfauzy 2023) and (Utomo & Sulistya Rini, 2023) use the corpus of the SME sector in Tarakan City. The aim of this study is to uncover the impact of green business on SMEs in Tarakan City. This study shows that small and medium enterprises (SMEs) in Tarakan City have adopted green business practices. This is measured through measurements of green output, green marketing, and the level of public awareness, even though green input, green processes, and government regulations have a negative impact.

Other research related to green business in the form of green events has been conducted (Mair and Laing, 2012). This study discusses activities related to green or environmental aspects. This study examines the various ways to incorporate environmentally friendly messages into the event's theme. The results of this study reveal that the increase in environmentally friendly events also impacts the implementation of green events (Mair and Laing, 2012).

Research related to green business and other research that can support the literature review of this research is also related to festivals and their relationship with the environment or environmental sustainability. This research reference is needed to support that research related to festivals and the environment has been carried out by Li and coauthors (D. Li et al, 2021). Based on Li et al.'s research, festivals are considered activities that positively impact the environment. Festivals that are inversely proportional to the usual festival activities. An example is the Chinese Spring Festival, which showed promising results by drastically reducing NO2 concentrations (D. Li et al, 2021). Li's research also revealed that the Spring Festival results in different air quality in developing regions and major cities, such as Beijing-Tianjin-Hebei and most provincial cities, better than other periods before and after the Spring Festival (D. Li et al, 2021). The tidal phenomenon occurs in the results of this study due to road passenger traffic.

In addition, other studies using the festival corpus were carried out by Martinho et al, (2018) and Zou et al. (2021). Although both studies used the festival corpus, they used different datasets. The two studies also had different objectives and results. The research Martinho et al. objective of this research is to discuss the categorization of waste procedures regulated in music and dance festival activities based on sustainability guidelines (Martinho et al, 2018).

The results of this study reveal that the waste generated on the festival agenda includes production in terms of time, area, and food, which will become data for further research (C. Dickson and C. Arcodia, 2018). Proper separation of waste sources, such as packaging and food waste, is a solution for this research, as revealed by this research.

Different from Martinho et al (2018), research by Zou et al (2021) discusses the sustainability of holding festivals. Zou et al.'s research used Lantern cultural festivals conducted in 34 regions of China. The purpose of this study is to reveal the evaluation of cultural festival tourism through a theoretical framework related to the environment, resources, demand, and spatiotemporal niches that aim to build an evaluation system to analyze the sustainability of cultural festival tourism. According to this study, environmental niches have the most significant impact on tourism sustainability (Zou et al, 2021). cultural festivals and local government support should play a vital role in the development of sustainable festivals.

These studies have led to no research on implementing green business strategies using the TPAT II festival corpus in Padang Panjang, West Sumatra. This research can fill in the gap to show the application for businesses that do not only prioritize the commercialization of products or services but also consider the preservation of nature, which is sometimes forgotten by business actors or organizers.

2 RESEARCH METHODOLOGY

The method used in this study is descriptive qualitative using an in-depth literature review. Qualitative methods were used in this study because they felt appropriate because the research corpus was in the form of a literary festival, which cannot be measured by numbers or other measures that are exact. Later, analytical methods are used to find empirical facts, which will be drawn into generalizations later. The method of data collection is done through interviews and in-depth observations, which will be analyzed with the theory of tourism literature and green business. The research phase was carried out by 1) collecting data in the field and studying the literature; 2) collecting data in accordance with the theories used; and 3) analyzing the data according to the theories deemed appropriate by the analysis.

Festivals are cultural tourism activities that can enrich the visitor experience and increase the content of destination tourism products (Zou et al, 2021). Various possible damage impacts that arise from a festival activity are trying to be reduced by mentioning the term green festival. 'Green' festivals can be understood as environmentally friendly festivals (Mair & Laing, 2012), (Zifkos, 2014). Through these green festival activities, there is teaching related to the concept of "green," which aims (Zou et al, 2021) not only to carry out entertainment but also to promote environmental responsibility and sustainability (Zifkos, 2014). The festival will cause waste to be produced and managed, and it is necessary to take more measures to prevent or reduce waste generation.

Aspects of indicators to see green business carried out by companies or business people, in this case, can be understood as TPAT II, which is green business behavior as expressed by Hirsch (The nine behaviors are 1) minimizing negative impacts on the environment that are regulated or not regulated in regulations (Hirsch, 2023; 2) production of products or services with low risk to the environment that has direct contact with consumers; 3) optimal application of leftover raw materials and waste recycling (reuse and recycling); 4) saving energy use for both the company itself and customers; 5) increasing the productivity of resources; 6) improvement of performance environmental with systematic initiatives; 7) disclosure of environmental performance information; 8) corporate environmental management decisions are made through input from stakeholders; and 9) increase in funding and investment in products and activities that are environmentally responsible (Hirsch, 2023). Based on this elaboration, business activities can be carried out in an environmentally responsible manner. Therefore, green festival planning is expected to reduce the environmental impact that comes from waste, so it is hoped that there will be a sustainable festival (Martino, et all, 2018).

3 DISCUSSION

The application of green business in the Southeast Asia Poets Gathering (TPAT) II was obtained through the existence of indicators that had been disclosed (Hirsch, 2023). The analysis revealed four evidences of TPAT II's green business implementation. The four applications are 1) the use of wooden coins as a medium of exchange when shopping at the Kubu Gadang bazaar as a marker of environmentally friendly money materials; 2) the festival venue is in a former paddy field with stilts made of wood as an environmentally friendly measure; 3) eating *bajamba* using durable cutlery instead of disposable containers as a measure to reduce plastic waste; and 4) digital promotions that can help paper waste as brochures or promotional activities. The following is a description of the results of the analysis.

1) The Use of Wooden Coins as a Medium of Exchange when Shopping at the Kubu Gadang Bazaar as a Marker of Environmentally Friendly Money Materials

Money as a legal payment in Indonesia today is in the form of paper or metal. Money can be understood as a substitute exchange rate for goods to make it easier to buy and sell or exchange goods for other goods that are considered equivalent (Azza & Nofitasari, 2023). Money can be used as proof of payment in buying and selling transactions. Conventional use of money in the form of paper and metal is not environmentally friendly. One proponent that banks can harm the environment is through the use of their projects in money creation; for example, trees are used to make banknotes (Nugroho, 2023). Nugroho also added that banks indirectly did not go into the forest to cut down or burn existing peatlands, but financial support provided an opportunity for environmental damage to continue (Nugroho, 2023).

Even though the actual means of exchange when activities use digital money is becoming a trend at this time, TPAT II chose to use coins made of wood. There is green banking that is being carried out in Indonesia. However, it is not optimal, so one way to make it environmentally friendly is to use as little paper as possible (Rahmansyah, 2023). Digital money is a sign of technological sophistication that has sprung up in the humanitarian sector, which has had a crisis impact. Maghsoudi et al. revealed that digital money also has risk impacts, such as additional program and operational costs, including sometimes unreliable cellular network coverage, unstable infrastructure, or lack of presence of financial providers (Maghsiudi, et. all, 2023) that digital money has risks associated with a possible place signal does not exist, especially in rural areas.

Wooden coins are an application that shows green business behavior in the form of producing products with a low risk to the environment. Although wood money is used, wood materials can be obtained using wood painted as another form of behavior, namely using leftover raw materials and recycling. This is a supporter of environmental preservation in green business. In addition, the idea of using a medium of exchange in the form of wooden coins is a creative medium of exchange and can certainly avoid the difficulty of finding a signal when you want to make a transaction, considering that shopping is carried out in Kubu Gadang, Padang Panjang. In addition, wooden coins actually have an attraction for festivalgoers who want to shop. These wooden coins are obtained free of charge for Rp. 20 rupiah, which can be converted to the equivalent of Rp. 20,000.00. In the event that visitors require more money due to their desire to spend more, they have the option of exchanging their traditional money for wooden coins.

Traditional values were shown in festival activities by the committee and team using wooden coins. This traditional value is also the right choice in organizing TPAT II. Even though the coins come from wood, they will not pollute the environment when they are not used later. Apart from that, the application of wooden coins is also an effort to reduce hazardous materials (Aisyah, 2013). Wood is a safe material and does not cause pollution and environmental damage.

In terms of the cost factor, making wooden coins does not require high costs. In addition, this is one of the creative elements that can attract visitors to a shopping experience that may only be obtained in TPAT II activities. Later, it is hoped that this can continue to integrate the responsibilities of the implementing committee to preserve the environment.

2) The Festival Venue is in a Former Paddy Field with Stilts Made of Wood as an Environmentally Friendly Measure

The festival's zero-waste approach appears to be very challenging, so it's important to take measures to manage and prevent waste in all venues. One significant effort is sorting the materials used—the use of various decorations in TPAT activities, especially in stage decorations that use wood. The use of this wood is not exclusively for the purpose of creating ethnic or traditional elements. However, there are efforts made to reduce waste due to the decorations that will be used. The predominant decorations used on the stage are recycled wood, straw, and dried plants. These materials are straightforward to find and can be obtained from the rest of other materials or the use of items that are no longer used.

In this case, companies or business actors are directed to carry out the recycling process without using high costs in processing or disposing of waste because it does not pollute the environment (M. Aisyah, 2013). In addition, this gives companies the ability to recycle used products at a lower price (M. Aisyah, 2013).

The nine green business behaviors (Utomo & Sulistya, 2023) involve maximizing the use of leftover raw materials or recycling goods or waste (reuse and recycle). Hirsch's view states that recycling waste materials or reusing existing materials for reuse can be used to promote green business behavior (Hirsch, 2023). Later, these ornaments can decompose adequately, in contrast to the use of plastic or other hazardous materials (materials that use hazardous chemicals). Wood waste or decorative products that have been used in festival activities are better and do not damage the environment. The use of these recycled materials has the potential to create a sustainable business approach involving adopting environmentally friendly practices, minimizing the carbon footprint, reducing waste, using resources efficiently, and designing products that are more durable and easily recyclable. These practices are not only beneficial for the environment but can also generate long-term financial benefits and build a positive reputation for the company. In addition, the existence of a green business is expected to provide sound environmental performance. Later, good environmental performance will increase profits and minimize costs (Utomo, et.all, 2023).

3) Eating Bajamba Using Durable Cutlery instead of Disposable Containers as a Measure to Reduce Plastic Waste

In addition to taking precautions when using plastic ornaments or hazardous materials, using food in reusable containers is a crucial step in reducing plastic waste. Hotttle supports this idea that festivals must educate consumers by sorting materials (Hottle et.all, 2015). In this case, the ingredients can also be understood through one of the dishes used in eating Bajamba. The culture of eating together (bajamba) using banana leaves is evidence of this. The use of hazardous materials or plastic can be an alternative to reduce environmental damage. It can be concluded that cultural festivals not only provide entertainment for the community but also aid in national and cultural development. This method will help to assess the waste reduction performance (A. Cierjacks, et.all, 2012).

The use of food containers that can be used repeatedly is a precaution in using other places to eat, such as plastic. If you use plastic, you will need a lot of new raw materials. The use of these raw materials will provide excellent opportunities for exploiting the environment. This can be done with several TEQM approach technical policies, such as reducing the use of raw materials or virgin materials. By doing this, the use of new raw materials in the production process can also reduce the exploitation of the environment (M. Aisyah, 2013).

To reduce hazardous materials is another option. The use of hazardous materials can impact the hydrosphere and biosphere, ultimately resulting in surface water and groundwater pollution (N.Anand, 2022). The use of hazardous materials can have an impact on human health, as well as harming biodiversity and everything in it, which is not limited to the environment (Mensah, 2023). In addition, another impact is the reduction of energy in each production so that the company can save on overhead costs.

Material places or food containers are essential because, later, they will be related to climate change. The use of disposable containers is also one of the green business behaviors that can be demonstrated by using existing materials. Repeated use can reduce litter or food waste. What is more, many people with frequent and repetitive activities are able to create waste or waste.

4) Digital Promotions that can Help Paper Waste, such as Brochures or Promotional Activities

Another application of green business that is carried out is through digital promotion so as to minimize paper or other materials as promotional media. As previously stated, technology has both positive and negative impacts. However, for things that are not so urgent or really needed at the same time, digital promotion can be a solution to minimize paper use. By reducing paper, organizers can conserve natural resources, prevent pollution, and reduce water and energy waste (Borzykowski, 2013). This action supports green business behavior indicators by minimizing negative impacts on the environment through regulations implemented by stakeholders.

Overall, a cultural festival (in this case, TPAT can also be said to be a cultural festival) is able to become a festival economy in which it can provide opportunities for business traders selling in Kubu Gadang to prioritize exploring the cultural values of the Lantern festival held in China (Huang, 2017). Cultural festivals can be a tool to popularize these tourism spots, although, on the one hand, this can fade the authenticity of the culture in them due to the impact of globalization and commercialization (Donlon, 2011). Implementing green business practices in TPAT activities is a reasonable effort for the government to promote cultural and tourism sustainability. This shows that a green business can provide opportunities for these activities to occur again two years after the last activity was carried out. This is in line with what Soini & Birkeland said, that the government could become a pioneer in supporting the sustainability of culture and tourism in festival activities (Soini et.all, 2014). In the future, green activities can offer policies and guidance for sustainable practices in their management and operations (J. Laing, et.all, 2010). Sustainability in question is the existence of responsibility or concern for the environment so that there is sustainability related to the economy and socio-culture (J. Laing, et.all, 2010).

Applying the green business concept to festivals is an essential step towards creating a positive change in the way we celebrate significant events and sets an example of how events can be fun without compromising the environment. In addition, the term green business refers to a business concept that balances profits with the environment, so the main goal is not to pollute the environment (Permana & Alfauzy, 2023). Green business is designed to diminish negative environmental and social impacts, ensuring the long-term preservation of natural resources.

Green business is defined by Gilbert (2007) as actions taken to minimize negative ecological impacts of business and directly improve the environment. While Koester (2010) defines green business as any other business that aims to create profits by continuing to operate, the difference lies in actions that pay attention to the value of sustainability and natural resources (SDA). From these two definitions, it can be understood that the concept of green business does not only focus on environmental issues but green business is also related to the concept of sustainability. Sustainability is the act of carrying sustainable business activities without out compromising the potential for future generations. That way, it can be concluded that green business is a business concept that also contributes positively to the environment while at the same time increasing profits for sustainable companies (Purnomo, 2023).

The green business concept is a solution and a good and beneficial business strategy for the planet. The Indonesian government strongly supports green business by issuing the Law of the Republic of Indonesia no. 3 of 2014 concerning the industry which regulates green industry; and Regulation of the Minister of Environment Number 3 of 2014 concerning the program for assessing company performance ratings in environmental management.

Therefore, this opportunity must be utilized by making green business a new norm that all people recognize; with community support for the implementation of green business, not only environmental problems on the earth will be resolved, but it will also contribute to the development of the country's economy (Purnomo, 2023). Thus, TPAT is expected to become a sustainable business that promotes various green business behaviors in its activities.

4 CONCLUSION

The use of green business carried out at the Southeast Asia Poets Gathering (TPAT) II in Padang Panjang, West Sumatra, Indonesia, is a reasonable effort to save the environment and build sustainable tourism that maintains environmental conditions. It is hoped that the implementation of the next festival can be monitored through a sustainable business that will be held the following year by fulfilling various aspects of green business behavior in all activities, not only in the use of coins, stage decorations made of natural materials, places to eat in Bajamba activities, and digital promotions. With the green business concept, the company will prioritize new business policies and strategies for energy efficiency, reduce emissions by using environmentally friendly production equipment, and consider disposing of waste that does not damage the environment. Companies that do this mean that they carry out one of the criteria for social responsibility, namely ethical responsibility where the company acts ethically towards the environment around it so that indirectly, the company will get a good image from the community. With this, the company can increase sales.

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