



Bambang Tjahjadi &lt;bambang.tjahjadi@feb.unair.ac.id&gt;

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**Business Process Management Journal - BPMJ-11-2021-0718**1 pesan

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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>16 November 2021 pukul  
20.27

Balas Ke: majed@ksu.edu.sa

Kepada: bambang.tjahjadi@feb.unair.ac.id, noorlailie-s@feb.unair.ac.id, tsanya.el.karima-2018@feb.unair.ac.id,  
annisa.ayu.putri-2018@feb.unair.ac.id

16-Nov-2021

Dear Prof. Bambang Tjahjadi

Your manuscript entitled "Business strategy, spiritual capital, and environmental sustainability performance: the mediating role of management process" has been successfully submitted online and is presently being given full consideration for publication in the Business Process Management Journal.

Your manuscript ID is BPMJ-11-2021-0718.

Please mention the above manuscript ID in all future correspondence or when calling the office for questions. If there are any changes in your street address or e-mail address, please log in to ScholarOne Manuscripts at <https://mc.manuscriptcentral.com/bpmj> and edit your user information as appropriate.

As soon as the review results become available, an editorial decision will be communicated to you along with the review report(s). The editor will make all possible efforts to get back to you with a decision as quickly as possible. Therefore, if you encounter any delay, it means that one or more reviewer has not responded yet. In that case, you do not need to contact the editor or any BPMJ staff to ask for the results.

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Thank you for submitting your manuscript to the Business Process Management Journal.

Sincerely,  
Majed Al-Mashari  
Business Process Management Journal

<https://orcid.org/0000-0002-9781-729X>



Bambang Tjahjadi <bambang.tjahjadi@feb.unair.ac.id>

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## Business Process Management Journal - Author update

1 pesan

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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>

26 November 2021 pukul  
18.17

Balas Ke: majed@ksu.edu.sa

Kepada: bambang.tjahjadi@feb.unair.ac.id, noorlailie-s@feb.unair.ac.id, tsanya.el.karima-2018@feb.unair.ac.id,  
annisa.ayu.putri-2018@feb.unair.ac.id

26-Nov-2021

Dear Author(s)

It is a pleasure to inform you that your manuscript titled Business strategy, spiritual capital, and environmental sustainability performance: the mediating role of management process (BPMJ-11-2021-0718) has passed initial screening and is now awaiting reviewer selection. The manuscript was submitted by Prof. Bambang Tjahjadi with you listed as a co-author. As you are listed as a co-author please log in to <https://mc.manuscriptcentral.com/bpmj> and check that your account details are complete and correct, these details will be used should the paper be accepted for publication.

Yours sincerely,  
Majed Al-Mashari  
Editorial Assistant, Business Process Management Journal  
[majed@ksu.edu.sa](mailto:majed@ksu.edu.sa)



Bambang Tjahjadi &lt;bambang.tjahjadi@feb.unair.ac.id&gt;

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**Business Process Management Journal - Decision on Manuscript ID BPMJ-11-2021-0718**

2 pesan

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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>6 Maret 2022 pukul  
19.29

Balas Ke: majed@ksu.edu.sa

Kepada: bambang.tjahjadi@feb.unair.ac.id

06-Mar-2022

Dear Prof. Bambang Tjahjadi

Manuscript ID BPMJ-11-2021-0718 entitled "Business strategy, spiritual capital, and environmental sustainability performance: the mediating role of management process" which you submitted to the Business Process Management Journal, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/bpmj> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text. Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

**IMPORTANT:** Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the Business Process Management Journal, your revised manuscript should be uploaded no later than 16-May-2022. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

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Please note that there is no obligation to use Editage and using this service does not guarantee publication.

Once again, thank you for submitting your manuscript to the Business Process Management Journal and I look forward to receiving your revision.

Sincerely,  
Prof. Majed Al-Mashari  
Editor, Business Process Management Journal  
[majed@ksu.edu.sa](mailto:majed@ksu.edu.sa)

**DEADLINE: 16-May-2022**

Reviewer(s)' Comments to Author:

Reviewer: 1

## Recommendation: Major Revision

### Comments:

The purpose of this paper is to investigate the influence of business strategy and spiritual capital on environmental sustainability performance. Furthermore, it investigates whether the influence is mediated by environmental business process. Overall, the concept of this paper is interesting although it suffers from several limitations (both structural and content-wise) and it can be significantly improved re-organising several axis. Furthermore, the author(s) should better fit the purpose of the paper with the scope of the journal.

First of all, the Introduction is not focused. It has trouble getting to the point. Unfortunately, although the paper does take place in an interesting context the way this is presented is rather descriptive. The author(s) could have better positioned this work and contributions which would have not only made the paper more engaging but would have helped pinpoint what the contribution exactly is. To this end, thus, after reframing this work, the author(s) can further look into this issue in this manuscript, and better motivate this study through its main contributions. Therefore, the author(s) may want to shorten the introduction and the focus it the 2-3 ideas that matter. In turn for each one of them explain to the reader what the relevant research gap is and how the paper is going to address it. The author(s) should use the traditional structure, just 4 paragraphs: motivation, gap, method, results, and contributions. Just a clear structure and ideas.

The paper demonstrated an adequate understanding of the relevant literature in the field and cited an appropriate range of literature sources. The author(s) analyzed the findings and research gaps from previous researchers and clearly identified hypotheses.

Methodology is not clear. This section should be designed based on the existing literature. In terms of methodology, the author(s) should attempt to enhance the following: (i) What are the questions used? (ii) Is the sample adequate? (iii) Why should companies meet these criteria in order to be included in the sample?

Regarding the implementation of PLS, the item of R square is missing.

The findings' section is also problematic: it is descriptive and generic, and suffers from lack of explanations. There is a lack of cohesion between the goals of the paper, the findings, and the resulting discussion. The results remained at a relatively high level. The author(s) ought to be more transparent regarding the analysis, and better portray the rigor of the research. In the discussion section it is expected to reflect on the outcomes and main contributions, and further reflect upon the theory the author(s) used. Currently, the author(s) merely repeated previous sections in conclusion and made no connections between contributions and the existing literature.

The paper needs to make a clear statement with regards to the theoretical and practical contributions. The paper's central problem resides in that it does not provide a unique and clear contribution to the extant literature. Largely, the author(s) failed to articulate how and why this paper moves the scholarly field forward. The author(s) should dig deeper into the extant literature and discover (and present more comprehensively) a more meaningful reason for this study; one that is more focused in dealing with a clearly identified phenomenon. This would help to focus and justify this study to enlighten the field beyond what is currently known from a research perspective. To this end the last section on the conclusion will need to be revised accordingly. The conclusion should explain to the reader what is novel and what the significant of the findings are.

Finally, when it comes to the limitations, the author(s) should be transparent about the ways that the choices during the study have limited the scope and reach of the findings. This can also open avenues for further research on the topic, and allow the author(s) to reflect upon how future endeavors can address the limitations of this work, but also how this paper can offer opportunities for future research on the topic. Author(s) should answer the following questions in order to make the contribution of the paper explicit in conclusion:

- What does this research tell us that we didn't already know?
- What is the contribution of the most significant results of the paper?
- What are the limitations of this paper and suggestions for future research?

References should be up-to-date.

### Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: The contribution of this paper, the research gap as well as the motivation should be mentioned in order to justify the value of this paper.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The paper demonstrated an adequate understanding of the relevant literature in the field and cited an appropriate range of literature sources. The author(s) analyzed the findings and research gaps from previous researchers and clearly identified hypotheses.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: In terms of methodology, the author(s) should attempt to enhance the following: (i) What are the questions used? (ii) Is the sample adequate? (iii) Why should companies meet these criteria in order to be included in the sample?

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The findings are a good basis for discussion but they need more conceptualization to make the contribution of the research more evident.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research,

practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The contribution and the novelty in the research needs to be explicitly pointed out. What new does this paper bring to the table?

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes.

Reviewer: 2

Recommendation: Major Revision

Comments:

The topic suggested by the authors is relevant and deserves to be explored. The study addresses the critical issue of Business Process Management Journal Business strategy, spiritual capital, and environmental sustainability performance. However, the paper needs further minor revision to become suitable for publication. The comments and suggestions are presented as follow:

- \* 1. Originality: Does the paper contain new and significant information adequate to justify publication?
  - Yes the paper contains new and significant information adequate to justify publication, but I suggest the Originality/value part of the abstract need modification. The author mention in that "... This is the first study that employs the current research model showing the comprehensive understanding on how to improve environmental sustainability performance via business strategy, spiritual capital, and environmental management process....". There are many papers published related to this topic, the author also cited some in introduction and literature review and hypothesis development section. Therefore, this sentence in abstract need to be modified.
- \* 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?
  - The Literature is well written, but in this section after one paragraph of Literature, the author focused in developing hypothesis, I suggest the author should add more paragraphs. The literature are narrow please go deeper.
- \* 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?
  - The methodology section is well done!
- \* 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?
  - The results are well done, it is ok that the author compares the results with existing research discussion section, but I suggest having a subtitle (theoretical and managerial implications) under discussion section and explaining those possible theoretical and managerial implications behind their results/findings.
  - Also I suggest that, section 3.1 Characteristics of respondents including Table one should move to Methodology and presented after subsection "2.1 Sample and data collection" to follow the academic paper structure.
- \* 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?
  - The current paper requires including theoretical and managerial implication. The implication is well mentioned in discussion section but need to conclude them as a theoretical and managerial implication. Add theoretical and managerial implication subsection after discussion section.
- \* 6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.
  - The quality of communication and readability of the paper is well written. However, I observed minor grammatical issues need to be revised. Revise the minor grammatical errors, syntax, and omissions in the manuscript. Also, be ensuring that all abbreviations are indicated at first mention.

Minor observation

- I found out the author section one (1. Introduction) and also the next section (Literature review and hypothesis development) have been numbered as (1.....) please correct the section numbering as (1. Introduction, 2. Literature review and hypothesis development, 3.....)

I hope that the comments provided could help you improve the quality of the work.

Additional Questions:

- 1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes the paper contains new and significant information adequate to justify publication, but I suggest the Originality/value part of the abstract need modification. The author mention in that "... This is the first study that employs the current research model showing the comprehensive understanding on how to improve environmental sustainability performance via

business strategy, spiritual capital, and environmental management process....”.

There are many papers published related to this topic, the author also cited some in introduction and literature review and hypothesis development section. Therefore, this sentence in abstract need to be modified.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The Literature is well written, but in this section after one paragraph of Literature, the author focused in developing hypothesis, I suggest the author should add more paragraphs. The literature are narrow please go deeper.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The methodology section is well done!

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The results are well done, it is ok that the author compares the results with existing research discussion section, but I suggest having a subtitle (theoretical and managerial implications) under discussion section and explaining those possible theoretical and managerial implications behind their results/findings.

Also I suggest that, section 3.1 Characteristics of respondents including Table one should move to Methodology and presented after subsection “2.1 Sample and data collection” to follow the academic paper structure.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The current paper requires including theoretical and managerial implication. The implication is well mentioned in discussion section but need to conclude them as a theoretical and managerial implication. Add theoretical and managerial implication subsection after discussion section.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The quality of communication and readability of the paper is well written. However, I observed minor grammatical issues need to be revised. Revise the minor grammatical errors, syntax, and omissions in the manuscript. Also, be ensuring that all abbreviations are indicated at first mention.

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 \* How-to-submit-a-revision.doc  
33K


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Kepada: tsanya el <tsanya.el.karima-2018@feb.unair.ac.id>

6 Maret 2022 pukul 23.18

[Kutipan teks disembunyikan]

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 \* How-to-submit-a-revision.doc  
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Bambang Tjahjadi &lt;bambang.tjahjadi@feb.unair.ac.id&gt;

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**Business Process Management Journal - BPMJ-11-2021-0718.R1**1 pesan

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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>15 Mei 2022 pukul  
10.11

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annisa.ayu.putri-2018@feb.unair.ac.id

15-May-2022

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Thank you for submitting your manuscript to the Business Process Management Journal.

Sincerely,  
Majed Al-Mashari  
Business Process Management Journal

<https://orcid.org/0000-0002-9781-729X>



Bambang Tjahjadi &lt;bambang.tjahjadi@feb.unair.ac.id&gt;

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**Business Process Management Journal - Decision on Manuscript ID BPMJ-11-2021-0718.R1**

7 pesan

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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>23 Juni 2022 pukul  
18.41

Balas Ke: malmashari@yahoo.com

Kepada: bambang.tjahjadi@feb.unair.ac.id

23-Jun-2022

Dear Prof. Bambang Tjahjadi

Manuscript ID BPMJ-11-2021-0718.R1 entitled "Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" which you submitted to the Business Process Management Journal, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/bpmj> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text. Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

**IMPORTANT:** Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the Business Process Management Journal, your revised manuscript should be uploaded no later than 02-Sep-2022. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

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Please note that there is no obligation to use Editage and using this service does not guarantee publication.

Once again, thank you for submitting your manuscript to the Business Process Management Journal and I look forward to receiving your revision.

Sincerely,  
Prof. Majed Al-Mashari  
Editor, Business Process Management Journal  
[malmashari@yahoo.com](mailto:malmashari@yahoo.com), [majed@ksu.edu.sa](mailto:majed@ksu.edu.sa)

**DEADLINE: 02-Sep-2022**

Reviewer(s)' Comments to Author:

Reviewer: 1



## Recommendation: Major Revision

### Comments:

The purpose of this paper is to investigate the influence of business strategy and spiritual capital on environmental sustainability performance. Furthermore, it investigates whether the influence is mediated by environmental business process. This interesting space holds promise to advance understanding in this area. Despite this potentially interesting contribution, some major issues substantially limit the manuscript in its current version.

First of all, the Introduction is not focused. It has trouble getting to the point. Unfortunately, although the paper does take place in an interesting context the way this is presented is rather descriptive. The author(s) could have better positioned this work and contributions which would have not only made the paper more engaging but would have helped pinpoint what the contribution exactly is. The author(s) reframed this work and focused on specific concepts. However, the author(s) could better motivate this study through its main contributions in order to explain to the reader what the relevant research gap is and how the paper is going to address it.

The paper demonstrated an adequate understanding of the relevant literature in the field and cited an appropriate range of literature sources. The author(s) analyzed the findings and research gaps from previous researchers and clearly identified hypotheses.

Methodology can be improved. The author(s) added more details about the sample, the profile of respondents and the questions used. However, the description of the questionnaire and the method for data analysis is not clear. It is recommended to study other empirical papers that have been published in this journal in order to describe this section in a similar way.

The findings' section is still problematic: The author(s) provided explanations and linked the goals of the paper with the findings. However, in this section the author(s) should not add the contribution of the paper. The author(s) ought to be more transparent regarding the analysis, and better portray the rigor of the research. In the discussion section it is expected to reflect on the outcomes and further reflect upon the theory the author(s) used.

The theoretical and practical contributions of the paper are still limited. The paper needs to make a clear statement with regards to the theoretical and practical contributions. The paper's central problem resides in that it does not provide a unique and clear contribution to the extant literature. Largely, the author(s) failed to articulate how and why this paper moves the scholarly field forward. The author(s) should dig deeper into the extant literature and discover (and present more comprehensively) a more meaningful reason for this study; one that is more focused in dealing with a clearly identified phenomenon. This would help to focus and justify this study to enlighten the field beyond what is currently known from a research perspective.

Finally, the author(s) added limitations and suggestions for future research. The author(s) are transparent about the ways that the choices during the study have limited the scope and reach of the findings. However, the author(s) should expand the discussion of how this paper can offer opportunities for future research on the topic. Author(s) should answer the following questions in order to make the contribution of the paper explicit in conclusion:

- What does this research tell us that we didn't already know?
- What is the contribution of the most significant results of the paper?

### Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: The contribution of this paper, the research gap as well as the motivation should be mentioned in order to justify the value of this paper.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The paper demonstrated an adequate understanding of the relevant literature in the field and cited an appropriate range of literature sources. The author(s) analyzed the findings and research gaps from previous researchers and clearly identified hypotheses.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: In terms of methodology, the author(s) should describe the questionnaire used and the method for data analysis.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The findings are a good basis for discussion but they need more conceptualization to make the contribution of the research more evident.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: The contribution and the novelty in the research needs to be explicitly pointed out. What new does this paper bring to the table?

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes.

Reviewer: 2

Recommendation: Accept

Comments:

I enjoyed reading the revised paper (BPMJ-11-2021-0718.R1.). The manuscript has been significantly improved and appears to be suitable for publication in the Business Process Management Journal. However, during final submission I wish the authors address one point which is not well addressed in this revision. That is: In the previous review i suggest that "The current paper requires including theoretical and managerial implication." i noticed the authors add subsection "5.8 Novelty, theoretical and managerial implications" but still the theoretical and managerial implication is not clearly indicated in this paragraph. The theoretical, and managerial implications are narrow please go deeper.

Thank you for addressing my concerns during revisions.

Additional Questions:

1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes. the paper contain new and significant information adequate to justify publication.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes. The paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Yes. The paper's argument built on an appropriate base of theory, concepts, and other ideas. Also the research equivalent intellectual work have been well designed.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes. The results presented clearly and analysed appropriately. Also the conclusions adequately tie together the other elements of the paper.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: No. In the previous review i suggest that "The current paper requires including theoretical and managerial implication." i noticed the authors add subsection "5.8 Novelty, theoretical and managerial implications" but still the theoretical and managerial implication is not clearly indicated in this paragraph. The theoretical, and managerial implications are narrow please go deeper.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes. The paper clearly express its case

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Final-Recipient: rfc822; [tsanyaelkarima@gmail.cm](mailto:tsanyaelkarima@gmail.cm)

Action: delayed

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[gmail.cm 2607:f8b0:400d:c08::53: timed out]

[gmail.cm 2607:f8b0:400d:c08::11: timed out]

[gmail.cm 172.217.222.17: timed out]

[gmail.cm 172.217.222.83: timed out]

[gmail.cm 172.217.222.18: timed out]

[gmail.cm 172.217.222.19: timed out]

Last-Attempt-Date: Fri, 24 Jun 2022 06:55:46 -0700 (PDT)

Will-Retry-Until: Sun, 26 Jun 2022 05:48:17 -0700 (PDT)

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To: [tsanyaelkarima@gmail.cm](mailto:tsanyaelkarima@gmail.cm)

Cc:

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Date: Thu, 23 Jun 2022 19:48:06 +0700

Subject: Fwd: Business Process Management Journal - Decision on Manuscript ID BPMJ-11-2021-0718.R1

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[gmail.cm 2607:f8b0:4001:c18::12: timed out]

[gmail.cm 2607:f8b0:4001:c18::11: timed out]

[gmail.cm 2607:f8b0:4001:c18::53: timed out]

[gmail.cm 74.125.201.18: timed out]

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[gmail.cm 74.125.201.17: timed out]

[gmail.cm 74.125.201.19: timed out]

Last-Attempt-Date: Sat, 25 Jun 2022 06:20:01 -0700 (PDT)

Will-Retry-Until: Sun, 26 Jun 2022 05:48:17 -0700 (PDT)

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From: Bambang Tjahjadi <bambang.tjahjadi@feb.unair.ac.id>

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Final-Recipient: rfc822; [tsanyaelkarima@gmail.cm](mailto:tsanyaelkarima@gmail.com)

Action: failed

Status: 4.4.1

Diagnostic-Code: smtp; The recipient server did not accept our requests to connect. Learn more at <https://support.google.com/mail/answer/7720>

[gmail.cm 2607:f8b0:400d:c00::12: timed out]

[gmail.cm 2607:f8b0:400d:c00::53: timed out]

[gmail.cm 2607:f8b0:400d:c00::11: timed out]

[gmail.cm 2607:f8b0:400d:c00::13: timed out]

[gmail.cm 173.194.205.17: timed out]

[gmail.cm 173.194.205.19: timed out]

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[gmail.cm 173.194.205.83: timed out]

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Cc:

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Date: Thu, 23 Jun 2022 19:48:06 +0700

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Balas Ke: majed@ksu.edu.sa

Kepada: bambang.tjahjadi@feb.unair.ac.id, noorlailie-s@feb.unair.ac.id, tsanya.el.karima-2018@feb.unair.ac.id,  
annisa.ayu.putri-2018@feb.unair.ac.id

31-Aug-2022

Dear Prof. Bambang Tjahjadi

Your revised manuscript entitled "Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" has been successfully submitted online and is presently being given full consideration for publication in the Business Process Management Journal.

Your manuscript ID is BPMJ-11-2021-0718.R2.

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Majed Al-Mashari  
Business Process Management Journal

<https://orcid.org/0000-0002-9781-729X>



Bambang Tjahjadi &lt;bambang.tjahjadi@feb.unair.ac.id&gt;

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3 pesan

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04.07

Balas Ke: malmashari@yahoo.com

Kepada: bambang.tjahjadi@feb.unair.ac.id

19-Sep-2022

Dear Prof. Bambang Tjahjadi

Manuscript ID BPMJ-11-2021-0718.R2 entitled "Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" which you submitted to the Business Process Management Journal, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/bpmj> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text.

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When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

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Because we are trying to facilitate timely publication of manuscripts submitted to the Business Process Management Journal, your revised manuscript should be uploaded no later than 20-Oct-2022. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

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Once again, thank you for submitting your manuscript to the Business Process Management Journal and I look forward to receiving your revision.

Sincerely,  
Prof. Majed Al-Mashari  
Editor, Business Process Management Journal  
[malmashari@yahoo.com](mailto:malmashari@yahoo.com), [majed@ksu.edu.sa](mailto:majed@ksu.edu.sa)

**DEADLINE: 20-Oct-2022**

Reviewer(s)' Comments to Author:  
Reviewer: 1

**Recommendation: Minor Revision****Comments:**

The paper has been significantly improved based on reviewers' comments.

The abstract of the paper is complete and stand-alone. The author(s) mentioned the objective as well as the practical implication of this research. Furthermore, the author(s) provided some details about the methodology used and highlighted the practical contribution of the paper.

The Introduction is focused. The author(s) used the traditional structure in order to justify the research gap and the motivation as well as the value of this paper. The objective of the paper is clearly stated. The author(s) presented the motivation of the paper and discussed about the main findings. The author(s) added the theoretical and practical contribution of this paper. The paper makes an important contribution to academics and to practitioners.

Research methodology is sound and the statistical analysis is relevant. The research on which the paper is based is well designed and the methods that have been employed are appropriate. This section is designed based on the existing literature.

The author(s) presented clearly the results of the analysis and clearly documented justified and clarified practical and theoretical implications of the paper as well as limitations and suggestions for future research. Implications of findings are considered fully. Conclusions follow from the evidence provided in the paper.

However, it is recommended to strengthen the practical contribution of this paper. Finally, it would be helpful to present the theoretical and practical contribution of the paper in a separate section.

**Additional Questions:**

1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Yes

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: It is recommended to strengthen the practical contribution of this paper.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: Yes

Reviewer: 2

**Recommendation: Accept****Comments:**

There is a need to read over the paper to address some minor typos identified. I think "effect" in Abstract - Finding - should affect (Second, spiritual capital ....)

Although the constructs (questionnaire) have been provided, were the questions for the construct based on a Likert scale or a YES or NO response? There is a need to be clear on this. It was stated for environmental sustainability performance but not for the other variables.

**Additional Questions:**

1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes, the paper does not only focus on the direct influence of business strategy and spiritual capital on environmental sustainability performance, it extends the literature by examining the indirect relationship of business strategy and spiritual capital on environmental sustainability performance through the environmental management process.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: An adequate understanding of the relevant literature has been demonstrated. throughout the paper, a careful selection of relevant literature has been applied.



3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: An appropriate methodology has been used, however, it is essential to clearly indicate how the variables are measured. Although the paper provides the questionnaire in Appendix, only the environmental sustainability performance was shown to be measured using Likert scale. How was the construct for the other variable used - Likert scale, YES or NO answers, etc. it's essential to show this for potential replication of the construct.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The results are clearly stated and analysed appropriately. It further informs the conclusions of the study.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?: the paper clearly states the implications. This has clearly been presented in theoretical contributions and managerial implications.

6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.: The paper is well written. however, there are a few typos to be addressed.

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Kepada: annisa ayu <annisa.ayu.putri-2021@feb.unair.ac.id>

20 September 2022 pukul 07.05

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20 September 2022 pukul 07.06

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5 Oktober 2022 pukul 22.43

Balas Ke: majed@ksu.edu.sa

Kepada: bambang.tjahjadi@feb.unair.ac.id, noorlailie-s@feb.unair.ac.id, tsanya.el.karima-2018@feb.unair.ac.id, annisa.ayu.putri-2018@feb.unair.ac.id

05-Oct-2022

Dear Prof. Bambang Tjahjadi

Your revised manuscript entitled "Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" has been successfully submitted online and is presently being given full consideration for publication in the Business Process Management Journal.

Your manuscript ID is BPMJ-11-2021-0718.R3.

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Majed Al-Mashari  
Business Process Management Journal



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**Business Process Management Journal** <onbehalf@manuscriptcentral.com>10 Oktober 2022 pukul  
20.45

Balas Ke: malmashari@yahoo.com

Kepada: bambang.tjahjadi@feb.unair.ac.id, noorlailie-s@feb.unair.ac.id

10-Oct-2022

Dear Tjahjadi, Bambang; Soewarno, Noorlailie; Karima, Tsanya; Sutarsa, Annisa

It is a pleasure to accept your manuscript BPMJ-11-2021-0718.R3, entitled "Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" in its current form for publication in Business Process Management Journal. Please note, no further changes can be made to your manuscript.

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Thank you for your contribution. On behalf of the Editors of Business Process Management Journal, we look forward to your continued contributions to the Journal.

Sincerely,  
Prof. Majed Al-Mashari  
Editor, Business Process Management Journal  
[malmashari@yahoo.com](mailto:malmashari@yahoo.com), [majed@ksu.edu.sa](mailto:majed@ksu.edu.sa)



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10-Oct-2022

Dear Tjahjadi, Bambang; Soewarno, Noorlailie; Karima, Tsanya; Sutarsa, Annisa,

"Business strategy, spiritual capital, and environmental sustainability performance: mediating role of environmental management process" - BPMJ-11-2021-0718.R3

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This study aims to investigate the influence of business strategy and spiritual capital on environmental sustainability performance. Furthermore, it investigates whether the influence is mediated by environmental management process. This study is designed as quantitative research. A survey method is employed for collecting 454 data from the managers/owners of Indonesian manufacturing micro, small, and medium enterprises (MSMEs). The partial least squares structural equation modeling (PLS SEM) is used to test the hypothesis. A mediation research approach is employed to describe the relationship between research variables.

The findings demonstrate the following important results. First, business strategy affects environmental sustainability performance. Second, spiritual capital affects environmental sustainability performance. Third, environmental management process fully mediates the effect of business strategy on environmental sustainability performance. Fourth, environmental management process partially mediates the effect of spiritual capital on environmental sustainability performance.

This study addresses the issue of previous research gaps. By employing a mediation research framework, this study argues that environmental management process has a mediating role in business strategy-environmental sustainability performance relationships. Furthermore, it addresses the lack of empirical studies regarding the effect of spiritual capital on environmental sustainability performance via environmental management process. Thus, this research emphasizes the role of management or business process in developing resource-based view (RBV), natural resource-based view (NRBV), sustainability theory, and MSMEs' management practices.

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