



**THE EFFECT OF GREEN ENTREPRENEUR ORIENTATION ON NETWORK
RESOURCE ACQUISITION AND SMALL AND MEDIUM ENTERPRISES'
BUSINESS PERFORMANCE WITH KNOWLEDGE TRANSFER AND
INTEGRATION AND GREEN TECHNOLOGY DYNAMISM
AS MODERATOR VARIABLES**

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Abstract

The purpose of this study is to examine the effect of green entrepreneur orientation on SMEs' business performance with network resource acquisition as a mediating variable. The purpose of this study also examines the moderating effect of knowledge transfer and integration and green technology dynamism on the relationship between green entrepreneur orientation and SMEs' business performance. This research is explanatory research that aims to test and explain the causal relationship between research variables through hypothesis testing. The approach used in this research is a quantitative research approach. The data is used in the form of primary data. The purposive sampling method was used as a sampling technique. The process of obtaining data was carried out by means of a survey in the form of a questionnaire. In this study, researchers used 180 Managers of SMEs who applied green entrepreneurs in four districts in Madura. This study uses Structural Equation Modeling (SEM) to test the hypothesis. The research finds that the influence of green entrepreneurial orientation has a positive influence on SMEs' business performance and network resource acquisition. In addition, network resource acquisition is able to mediate the relationship between green entrepreneur orientation and SMEs' business performance. Finally, knowledge transfer and integration and green technology dynamism are able to moderate the influence between green entrepreneur orientation and SMEs' business performance.

Keywords: Green Entrepreneur Orientation, Business Performance, Green Technology Dynamism

INTRODUCTION

Environmental problems are becoming an increasingly significant threat to economic growth, companies regard human health and living conditions as an integral part of core business activities (Leonidou et. al, 2017). The government and academics also pay more attention to environmental degradation and focus on solutions to environmental problems (Boons et.al, 2013). In particular, recent research shows that green entrepreneur orientation plays an important role in achieving better financial performance as well as minimizing environmental impacts (Schaltegger, 2016).

Empirical research on green entrepreneur orientation can be categorized into three main aspects. First, this study reviews the existing literature on the intrinsic motivation required for a green entrepreneur orientation. It can be summarized in several aspects, such as emotional attachment, market, and social orientation (Biniari, 2012). Second, it can be seen that the external environment can affect the green entrepreneur orientation including the institutional context, social norms, and regulations (Silajdzi et.al, 2015). Finally, a literature analysis was conducted to evaluate the performance consequences of the green entrepreneur orientation. It can be noted that green entrepreneur orientation activities can simultaneously promote economic and ecological benefits for the community, such as exploitation and creation of market opportunities and prevention of environmental degradation (Lenox, 2011).

Green entrepreneur orientation refers to the tendency to pursue potential opportunities that generate economic and ecological benefits through the introduction of environmentally friendly products and services (Gibbs, 2014). Although the core motivations for a green entrepreneur orientation as well as the benefits of a green entrepreneur orientation (e.g., economic, environmental, and social value) have been discussed in previous research (Gast, 2017), how a green entrepreneur orientation affects environmental and financial performance remains unclear.

This research focuses on SMEs that apply the concept of green entrepreneurship. The East Java Central Bureau of Statistics (2021) shows that the highest creative economy business sub-sector is the culinary industry which reaches 69.57 percent. East Java is included in the five provinces in Indonesia that calculate the highest GDP in the creative industry category, namely 15.93% (Central Bureau of Statistics for East Java, 2021). East

Java is also the highest contributor to exports in the creative industry category at 31.96 percent. Madura Island as part of East Java certainly has a contribution to the GDP, so Madura is worthy of being used as a research object.

The governments of four districts in Madura outlined several new prospects and goals, such as developing a green economy, addressing environmental problems, protecting ecosystems, and a new generation of environmental regulations. The government is expected to provide a progressive stimulus to create productive entrepreneurs so as to create equity. At the same time involving various components of society such as students who have skills and a spirit of independence as capital in developing entrepreneurship (Kunaifi et al., 2021). The government will take firm action against every company that has an impact on the presence of waste, namely by providing sanctions that will be given by the environmental service in Madura to perpetrators of environmental pollution (Sugiarti, 2020). One example of a green economy phenomenon is the growth of tourism destinations based on environmental management and improvement, namely nature tourism that is managed according to sharia (Kunaifi and Syam 2021). Other studies also mention that economic management that aims to generate prosperity can be created through individual or household productivity in building entrepreneurship (Kunaifi, Rahman, and Dwiaryanti 2021). This research will increase understanding of Green Entrepreneur Orientation which is described as Dynamic Capability that can take advantage of new ideas and encourage innovation, show a tendency to seize potential opportunities, and take risks in changing the social economy into a socio-ecological economy.

REVIEW OF LITERATURE

Green Entrepreneur Orientation and Business Performance

Green Entrepreneur Orientation contributes to environmental sustainability and social welfare through several mechanisms. First, entrepreneurial actions can reduce environmental degradation and capture economic value by increasing market efficiency and reducing market failures (Teece, 2014). Second, damage to the health and safety of employees in the workplace can be reduced through reducing the consumption of toxic materials and reducing harmful emissions (Chuang and Yang, 2014). Third, the green entrepreneur orientation changes the structure to respond to a rapidly changing environment

(Teece, 2016). Green entrepreneurial orientation also contributes to greater financial performance through three mechanisms, which are related to the three characteristics of entrepreneurial orientation including innovation, proactiveness, and risk taking (Covin and Lumpkin, 2011). Facing demand in a changing environment, companies adopting a green entrepreneur orientation will improve their customer responsiveness capabilities. As a result, keeping systems fresh and dynamic can address risks, and achieve superior performance. In this regard, we propose a hypothesis:

H1: Green entrepreneur orientation has a positive influence on business performance

Green Entrepreneur Orientation, Network Resource Acquisition and Business Performance

The resource-based view (RBV) suggests that a firm's ability to target, acquire, and deploy "valuable, rare, inimitable, and non-substitutable resources" provides the basis for value creation and competitive advantage (Barney, 1991). Extending the RBV into the network context, the resources obtained from the network fit some of these RBV criteria. The acquisition of valuable resources from the network increases the company's competitiveness over its peers, and places it in a favorable position in providing more differentiated products and satisfying customer needs in a timely manner (Sirmon, et.al, 2007). Therefore, network resource acquisition is positively related to firm performance. We argue that, if we look at it from a network perspective, companies with a higher green entrepreneur orientation may have a better chance of accessing and attracting outside resources from their network actors. Also, network resource acquisition facilitates these companies outperforming other competitors by developing unique market positions of competitive advantage. Thus, it is positively related to high company performance. Synthesizing this argument, we envisage here that the network resource acquisition will serve as an important, but neglected previously channel, through which the enactment of a green entrepreneurial orientation contributes to the company's performance. Based on the explanation above, we propose the following hypothesis:

H2: Green entrepreneur orientation affects network resource acquisition

H3: Acquisition of network resources affects business performance

Green Entrepreneur Orientation, Green Technology Dynamism, and Business Performance

Green technology dynamism is defined as the degree and uncertainty of green technology paradigm change in the external environment (Schilke, 2014). If the company experiences rapid technological changes, then the motivation to gather knowledge about new technologies will increase (Zhao, et.al, 2018). Therefore, green technology dynamism fosters the ability to acquire technology, patents, and knowledge externally (Cai, et.al, 2014). Although changing technological conditions are associated with uncertainty, the ability to absorb environmental knowledge may be more important in the face of green technology dynamism than in the face of a stable environment. Knowledge absorption capabilities can help companies acquire specialized knowledge that supports green business practices, such as R&D, technology leadership and innovation. If the level of green technology dynamism increases, then companies that adopt a green entrepreneur orientation will most likely place an emphasis on building the capacity to absorb new environmental knowledge. Adoption of a green entrepreneur orientation can take advantage of the ability to absorb knowledge to create environmentally friendly technologies. This technology, in turn, improves the company's performance. On the other hand, if the level of green technology dynamism decreases, companies that adopt a green entrepreneur orientation will not develop their ability to absorb environmental knowledge. Under such conditions, their performance decreases, mainly due to lack of motivation and environmental knowledge (Pavlou and El Sawy, 2011). Pavlou proposed that environmental turbulence positively moderates the effect of dynamic capabilities on operational new product development capabilities, pointing to greater new product development performance. Based on the explanation above, we propose the following hypothesis:

H4: The dynamism of green technology strengthens the relationship between green entrepreneur orientation and business performance

Green Entrepreneur Orientation, Knowledge Transfer, Integration, and Business Performance

Knowledge transfer and integration refers to the cross-functional transmission of knowledge within the company as well as pooling of internal resources and coordination of skills to stimulate innovation (Alegre and Chiva, 2013). Knowledge transfer and integration

facilitates widespread dissemination of valuable knowledge assets, providing access to new sources of knowledge. In such an environment, companies adopting a green entrepreneur orientation can enhance their ability to evaluate and discover potential green opportunities, gaining first-mover benefits. On the other hand, if there are many barriers to the transfer and integration of internal knowledge, the company may exhibit very limited ability to proactively recognize opportunities. Under such conditions, they may fail to better meet customer needs. As a result, the green entrepreneur orientation will not achieve a competitive advantage. Therefore, we propose the following hypothesis:

H5: Knowledge transfer and integration strengthens the relationship between green entrepreneur orientation and business performance.

RESEARCH METHOD

Measurement Scale

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to “Strongly Disagree” and 5 was equal to “Strongly Agree”. The variables studied consisted of exogenous variables and endogenous variables. Exogenous variables including the green entrepreneur orientation were measured with 5 question items adopted from (Jiang Xu, et.al 2018a). Green technology dynamism was measured by 4 question items adopted from Jiang (2018a), Knowledge Transfer & Integration was measured by 3 question items adopted from Jiang (2018a) and network resource acquisition was measured by 5 question items adopted from (Jiang Xu et al 2018b). Meanwhile, the endogenous variable, namely business performance, is measured by 2 indicators adopted from (Menike, 2019).

Conceptual Model

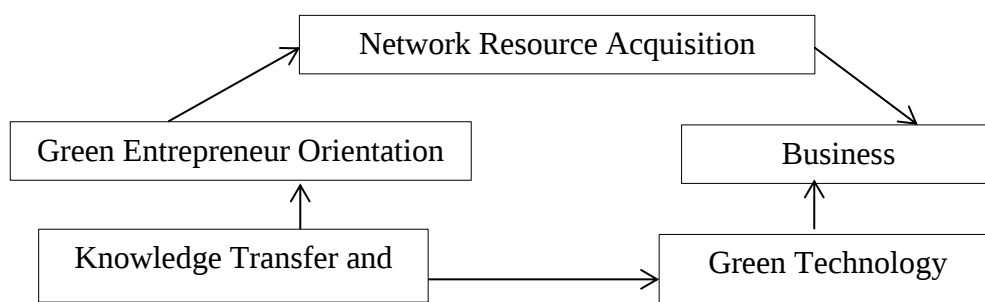


Figure 1
Conceptual Model

Method of Collecting Data

The main source of this research is primary data. The personal interview approach was used to obtain data from the owners or managers of SMEs. Researchers used questionnaires to obtain information by dealing directly with SMEs owners or managers in Madura, asking in-depth questions and answers to obtain data and information that were in accordance with the problem being investigated.

Data analysis technique

The study uses SEM (Structural Equation Modeling) analysis to investigate linear relationships between variables, hypothesis testing and causal relationships between variables using AMOS 17 software.

RESULTS AND DISCUSSION

Data analysis using AMOS software with Structural Equation Model (SEM) method. There are two stages in the Structural Equation Model (SEM). The first stage is the Measurement Model and the second stage is the Structural Model (Kaplan, 2020).

Measurement Model

Table 1
The Measurement Model Fit Result

Index	Result
Chi-square (χ^2)	572.85
Chi-square DF	209
Chi-square (χ^2/df)	2.74
Goodness of Fit (GFI)	0.93
Adjusted Goodness of Fit (AGFI)	0.94
Root Mean Square Error of Approximation (RMSEA)	0.02
Root Mean Square of Residual (RMR)	0.03
Normed fit index (NFI)	0.92
Non-normed Fit Index (NNFI)	0.93
Comparative fit index (CFI)	0.92

Source: Research Data (Processed, 2022)

Based on Table 1, the following results are obtained, namely 2/df-ratio of 2.74 which is at intervals of 2-3 which means the model has met the criteria so that the model can be accepted. Meanwhile, for the assessment of GFI, NFI, NNFI, and CFI, the values

obtained are greater or closer to 0.9. It means that the calculations related to GFI, NFI, NNFI, and CFI have met the criteria for model requirements so that it can be concluded that the model is acceptable. Whatever the RMSEA calculation, the value is 0.03, so it can be concluded that this value is still acceptable. Thus, the overall measurement has met the standardization of the assessment on the measurement model fit indices.

Validity and Reliability Test on Measurement model

Reliability testing in this study has met the criteria for standardization requirements related to variable testing. The variables in this study were tested using standardized loading and composite reliability. The calculation of composite reliability is shown in table 2 where the values between 0.8 and 0.9 are obtained. Composite reliability value is acceptable if it is greater than 0.60 (Fornell, et.al, 1981).

Validity testing in this study uses confirmatory factor analysis to measure the value of convergent validity. Table 2 presents the following information, the first is the t value, the second is related to the standardized loading value, and based on the calculations in table 2 it can be concluded that for all variables in this study significant, namely a value greater than 1.96 is obtained. This proves that the path coefficient in this study is significant, so it can be concluded that all indicators in this study have met the standard requirements for calculating convergent validity (Anderson, et.al, 1994).

Table 2
Scale Composite Reliability dan Convergent Validity Analysis

	Construct (F) and Indicators V)	Standardized Loading	t value	Indicator Reliability	Composite Reliability
Green Entrepreneur Orientation (F1)					
V1	Emphasis on environmentally friendly practices	0,98	24,85	0,86	0.92
V2	Proactive attitude to seize potential green opportunities	0,97	22,35	0.76	
V3	Environmentally friendly actions taken by competitors	0.92	19,74	0,42	
V4	Introducing an environmentally friendly product, service or technology	0,91	18.94	0,32	

V5	Adopting a competitive 'canceling out competitor' posture	0,94	21,63	0.53	
Network Resource Acquisition (F2)					
V6	Advanced technology	0,75	18.81	0.69	0.77
V7	Finance resource	0.78	19,83	0.91	
V8	Managerial skill	0.74	17,29	0.93	
V9	Human capital	0.79	20,83	0.91	
V10	Key information	0.72	16,29	0.93	
Knowledge transfer & technology (F3)					
V11	Discuss and analyze Errors and failures in the company	0.87	19,32	0.62	
V12	Employees have the opportunity to talk among themselves about new ideas	0.88	17.38	0.49	
V13	The company has instruments (manuals, databases, files, organizational routines, etc.)	0.86	27.82	0.77	0,83
Green economy dynamic (F4)					
V14	Green technology in the industry is changing rapidly.	0.87	19,32	0.80	
V15	Forecasting the direction of green technology development in the industry	0.86	18,81	0.78	
V16	Radical changes to existing techniques	0.88	20.38	0.87	0.85
V17	Changes in green technology can bring many opportunities for companies.	0,83	16.95	0,62	
SMEs Performance (F5)					
V18	Finance performance	0.91	18,72	0,36	0,91
V19	Non-finance performance	0,92	19.91	0,44	

Source: Research data (processed, 2022)

Discriminant Validity

The higher the correlation coefficient between the two variables, the possibility that there is an indication of discriminant validity is not met. Therefore, in this study selected "Green Entrepreneur Orientation" and "Network Resource Acquisition", "Green Entrepreneur Orientation" and "Business Performance", with correlation coefficients of 0.88 and 0.78, with p-value <0.001 for prove that the two pairs of variables have

discriminant validity.

Table 3
Analysis Discriminant Validity

	Correlation Coefficient		Unidimensional Measurement Model	Measurement Model	The difference	P value
Green economy orientation ↔ Network resource acquisition	0.88***	Chi-square	743.64	535.62	208.02	< 0.001
		DF	146	145	1	
Green economy orientattion ↔ Business performance	0.78***	Chi-square	678.96	432.87	246.09	< 0.001
		DF	146	145	1	

Source: Research data (Processed, 2022) ***p<0.001.

The test results in Table 3 show that the difference in the chi-square value between the test and the unidimensional measurement model for 1 pair is significant. It can be concluded that these variables are different. Broadly speaking, all measures have shown that discriminant validity has been met because the largest correlation between variables differs significantly.

Structural Model

To test the research hypothesis, this study used Structural Equation Model (SEM) analysis. Overall, the test results for the goodness fit of structural model can be seen in Table 4. The value of Chi-square (χ^2) / df-ratio is 2.96 according to (Schumacker & Lomax, 2004). Usually, the accepted ring value for chi-square is 1 to 3. GFI and NNFI are still accepted because they are greater than 0.8 and close to 0.9. RMSEA is still accepted because its value is equal to or less than 0.1. Overall, the requirements for goodness fit indices of structural model in the structural model have been accepted. RNFI structural model should be greater than 0.9, closer to 1 is better. RPR is to detect the structural model to parsimony degree. Ring Values ranging from 0.0 to 1.0, the larger the better the fit (goodness of fit). RPFII is very useful for selecting a model that simultaneously maximizes fit and parsimony in the structural model. With a higher RPFII value, it is more necessary. This can be seen in Table 4 RNFI = 0.95, from RPR = 0.47, and RPFII = 0.46, this structural model shows goodness of fit and parsimony.

Table 4
Structural Model Goodness Fit Indices

Combined Model										Structural Model		
Chi-square	DF	χ^2/df	GFI	AGFI	CFI	NFI	NNFI	RMR	RMSEA	RNFI	RPR	RPFI
548.63	185	2,96	0.85	0.92	0.94	0.93	0.89	0.03	0.04	0.95	0.47	0.46

Source: Research data (Processed, 2022)

Hypothesis Analysis

Table 5
Structural Model Path Coefficient

Dependent Variable	Independent Variable	Standardized path coefficient	t value	Square Multiple Correlation (r ²)
Network resource acquisition	Green entrepreneur orientation	0,48	12.29*	0,84
Business performance	Green entrepreneur orientation	0,95	23.75*	0,93
	Network resource acquisition	0,86	21,65*	

source: Research Data (Processed, 2022) *p<0,001.

Table 5 presents information related to the results of hypothesis testing; the results of the path coefficients related to the effect of Green Entrepreneur Orientation → Network Resource Acquisition with a value of 0.48; Green Entrepreneur Orientation → Business Performance with a score of 0.95; Network Resource Acquisition → Business Performance with a score of 0.86. Furthermore, “Network Resource Acquisition” as the dependent variable, the value of r² is 0.84; and “Business Performance” with a value of r², which is 0.93. According to (Kline, 2016) the influence size category of r² is small 0.02, medium 0.13, large 0.26. Therefore, it can be concluded that Network Resource Acquisition and Business Performance have a very high contribution. The results of the path analysis can be seen in Table 5.

Table 6
Moderate Effects of Religiosity

Independent Variable	Moderator Variable	Dependent Variable	Coefficient	p-Value
Green entrepreneur orientation	Knowledge Transfer & Integration	Business performance	0,437	< 0,001
Green entrepreneur orientation	Green Technology Dynamism	Business performance	0,542	< 0,001

Source: Research Data (processed, 2022) *p<0,001.

In table 6 shows the effect of green entrepreneur orientation on business performance the influence is strengthened by knowledge transfer and integration and green technology dynamism, so that higher knowledge transfer and integration and green technology dynamism can strengthen the influence of green entrepreneur orientation on business performance and the influence of network resource acquisition on business performance is also supported. There is a moderating effect of knowledge transfer and integration between green entrepreneur orientation and business performance with p-values of 0.001. And there is a moderating effect of green technology dynamism between green entrepreneur orientation and business performance with p-values of 0.001. where the p-value is smaller than 0.05, it is said to be significant, which means that knowledge transfer and integration and green technology dynamism moderate the effect of green entrepreneur orientation on business performance.

Green Entrepreneur Orientation Has a Positive Influence on Business Performance

Based on table 5, the results of the analysis found that the green entrepreneurial orientation has a positive effect on business performance (with coefficient = 0.95, $t = 23.75$, $p < 0.001$), this finding is consistent with research (Dean and McMullen, 2007). It shows that the green entrepreneurial orientation is very important to improve business performance. Managers of SMEs in Madura can measure green entrepreneur orientation by paying attention to the following points, namely trying to make companies like strong emphasis on environmentally friendly practices, such as R&D, technology leadership, and innovation. In dealing with competitors, the company seeks to initiate environmentally friendly actions to which competitors respond, the company seeks to favor the tendency to be a leader, and always introduces environmentally friendly products, services or technologies first and in dealing with competitors, the company seeks to adopt a

competitive posture “cancel competitors”.

Green Entrepreneur Orientation Affects Network Resource Acquisition.

Based on table 5, the results of the analysis found that the green entrepreneurial orientation had an effect on the acquisition of network resources. (With coefficient = 0.48, $t = 12.29$, $p < 0.001$), this finding is consistent with Jiang's (2018b) study. It shows that green entrepreneur orientation is very important to increase network resource acquisition. SME managers in Madura can measure network resource acquisition by taking into account the following points, namely advanced technology, financial resources, managerial expertise, human capital and key information.

Network Resource Acquisition Affects Business Performance.

Based on table 5, the results of the analysis find that network resource acquisition has an effect on business performance. (With coefficient = 0.86, $t = 21.65$, $p < 0.001$), this finding is consistent with Jiang's (2018b) study. this shows that network resource acquisition is very important to improve business performance. Managers of SMEs in Madura can measure business performance by taking into account the following matters, namely financial performance and non-financial performance.

Green Technology Dynamism Strengthens the Link between Green Entrepreneur Orientation and Business Performance

The results of data analysis show that green technology dynamism strengthens the relationship between green entrepreneur orientation and business performance (coefficient = 0.542, $p < 0.001$). In this moderating analysis, green technology dynamism is a moderating variable. It is in line with Jiang (2018a), which states that companies with high green technology dynamism show better profitability/performance and stability. Moderation of green technology dynamism in SMEs green entrepreneurial orientation with performance relationship strengthens the relationship between green entrepreneur orientation and business performance/company growth. This also leads to the observation of a significant positive relationship between green technology dynamism and SMEs performance. Managers of SMEs in Madura can measure the dynamism of green technology by paying attention to the following points, namely green technology in the industry must change rapidly, it is very difficult to predict the direction of green technology development in the industry, most of the green technology innovations in the industry are

radical changes to existing techniques and changes green technology in the industry can bring many opportunities for enterprises.

Knowledge Transfer and Integration Strengthens the Link between Green Entrepreneur Orientation and Business Performance

The results of data analysis show that knowledge transfer and integration strengthens the relationship between green entrepreneur orientation and business performance (coefficient = 0.437, $p < 0.001$). In this moderating analysis, knowledge transfer and integration is a moderating variable. It is in line with Jiang (2018a), which states that companies with high Knowledge transfer and integration show better profitability/performance and stability. Moderation of knowledge transfer and integration on SMEs green entrepreneurial orientation with performance relationship strengthens the relationship between green entrepreneur orientation and business performance/company growth. It also leads to the observation of a significant positive relationship between knowledge transfer and integration and SMEs performance. SMEs managers can in Madura measure knowledge transfer and integration by taking into account the following points i.e. mistakes and failures are always discussed and analyzed in the company at all levels, employees have the opportunity to talk among themselves about new ideas, programs and activities that might be used for companies and companies have instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learned in past situations to remain valid, even though the employees are no longer the same.

SMEs in Madura can take advantage of green entrepreneur orientation as their dynamic capability to exploit potential opportunities in the market. Dynamic capabilities will support entrepreneurial activities and provide self-awareness, such as the discovery of new technologies. In addition, SMEs managers in Madura had to reconfigure internal resources and reassemble them in new ways. They need to explore the knowledge needed in entrepreneurial activities. Market knowledge proves to be an important source of customer needs and preferences. Thus, the process of intra-company knowledge transfer can provide guidance on how to better meet customer demands. enhancing dynamic capabilities is useful for responding quickly to customer demands and achieving long-term competitive advantages.

SMEs managers in Madura must consider a stable environment including slow

technology movement. Since some technologies that are redundant for an industry may not always benefit the users of the technology, SMEs managers in Madura are obliged to curb this detrimental effect. It is impossible to predict what effect a change in technology might have. The effect on the performance results of implementing this strategy is especially consistent with developers. Therefore, managers must deal with threats and make contingency plans for future problems. Technological knowledge will be more competent in determining the value of new technological changes before taking entrepreneurial action. Managers provide reference material available in training to think about building knowledge.

SMEs managers in Madura should encourage employees to talk about and analyze mistakes and failures among cross-functional teams in the company. In the context of organizational learning, employees are motivated to exchange new ideas, programs and activities. This type of learning will help transfer tacit knowledge from colleagues and increase knowledge capital in the company. To develop the appropriate combination of knowledge, managers must carefully use instruments, such as documents, databases, and routines. Under a large knowledge base, entrepreneurial actions can be translated efficiently and effectively into superior corporate performance.

CONCLUSION

The study examines the effect of green entrepreneur orientation on business performance with network resource acquisition as a mediating variable. Furthermore, this study also examines the moderating effect of green technology dynamism and knowledge transfer and integration on the relationship between green entrepreneur orientation and business performance. The results show that all five hypotheses are accepted. Thus, the findings of this study are as follows: 1) Green entrepreneurial orientation has a positive influence on business performance. 2) Green entrepreneur orientation has an effect on network resource acquisition. 3) Acquisition of network resources has an effect on business performance. 4) The dynamism of green technology strengthens the relationship between green entrepreneur orientation and business performance. 5) Knowledge transfer and integration strengthens the link between green entrepreneur orientation and business performance.

This study has several limitations. First, it was only conducted on SMEs in four districts in Madura so that the research findings cannot be generalized. Therefore, the researchers suggest that future research can focus on other districts to see more varied results. Second, it adopts empirical research through a questionnaire survey which only provides cross-sectional data so that future research can be carried out with longitudinal studies. Suggestions for further research should add other supporting variables that can affect business performance. Finally, it is expected that the findings of this study will be useful for researchers, academics, and practitioners, as well as contribute to further research as a reference.

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