

Implementation of Green Entrepreneurship Orientation and Green Innovation to Achieve Business Performance

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Abstract: *Green entrepreneurship, which emphasizes environmental and social sustainability, is growing in various countries, including developing countries. According to the Global Entrepreneurship Monitor (GEM, 2020), approximately 25% of new businesses in developing countries are oriented towards green innovation. This reflects the growing awareness of business actors regarding the importance of sustainability in business models. Despite this positive trend, the integration of green entrepreneurship into business practices still faces various challenges. This study aims to examine the effect of Green Entrepreneurship Orientation and Green Innovation on Business Performance. This study uses a quantitative method with a descriptive and analytical design. This design was chosen to describe the actual conditions of green entrepreneurship implementation, the level of green innovation, and its impact on business performance. This approach allows for analysis of relationships between variables through systematic data collection and statistical testing of formulated hypotheses. The results of this study indicate that the implementation of green entrepreneurship orientation and green innovation has a positive and significant impact on the business performance of MSMEs in Karawang Regency. These findings provide the basis for formulating policies that encourage the development of environmentally based entrepreneurship while supporting the achievement of sustainable development goals (SDGs) at the local level. This finding also provides important implications from the perspective of Islamic economics, particularly in realizing the maqashid of sharia through sustainable business practices.*

Introduction

In recent years, environmental issues have become a significant concern worldwide (Abdilllah et al., 2024). According to a report from the United Nations Office on Climate Change (IPCC, 2021), global temperatures have risen by nearly 1.1 degrees Celsius compared to pre-industrial levels, resulting in various negative impacts such as increased frequency of natural disasters, deteriorating air quality, and loss of biodiversity. Data from The Global Risks Report 2022, 17th Edition, shows that climate change and environmental degradation are seen as significant risks that could disrupt global economic stability. In this context, green entrepreneurship has emerged as a promising solution to address environmental challenges

while still driving economic growth (Oktaviani & Hidayat, 2025; Riahta et al., 2024).

According to Lotfi et al. (2018), the concept of green entrepreneurship is a new issue that has attracted attention since the late 1990s and has continued to grow in recent years. Lotfi et al. (2018) identified that green entrepreneurship is a major driver of new economic growth with the presence of green markets. Green entrepreneurship is an entrepreneurial approach that prioritizes environmental sustainability (Adam Rahmanto et al., 2024). According to the Global Entrepreneurship Monitor report, approximately 25% of all new businesses established in developing countries focus on green innovation (GEM, 2020). This indicates that entrepreneurs are increasingly recognizing the importance of sustainability in their business models (Lasaksi et al., 2023). While this trend is encouraging, many challenges remain to integrate a green entrepreneurial orientation into broader business practices (Sarango-Lalangui et al., 2018).

In Indonesia, the phenomenon of green entrepreneurship has also experienced significant development (Riahta et al., 2024). Riahta et al. (2024) explain that with its abundant natural resources, Indonesia has great potential to develop green innovation. However, despite this enormous potential, 87% of business actors have not fully implemented green entrepreneurship principles (Ekaptiningrum, 2025). For example, many small and medium enterprises (SMEs) still rely on conventional, environmentally unfriendly business practices. One relevant case is the waste processing industry. Despite initiatives to recycle and process waste, many SMEs struggle to access the technology and information needed to innovate. This creates a gap between potential and reality, where many businesses that could contribute to environmental sustainability are hampered by limited resources and knowledge (Zen et al., 2025). Therefore, it is important to explore how a green entrepreneurial orientation can be implemented to encourage green innovation at the local level.

One of the main problems faced by entrepreneurs in Indonesia is a lack of understanding and support for the concept of green entrepreneurship (Susilawati et al., 2025). Many entrepreneurs remain skeptical about the long-term benefits of investing in sustainable practices (Aryoso & Santi, 2023). In fact, approximately 60% of entrepreneurs consider the initial costs of implementing green practices too high, even though they recognize the importance of sustainability (Fuadi & Susanto, 2025). Furthermore, a lack of access to resources and government support is also a barrier. Government programs designed to support green entrepreneurship have not been implemented because they have not yet reached small businesses (Harahap et al., 2024).

Various studies discussing green entrepreneurship include: Iskandar & Febriyantoro (2019; Theo et al., 2025). Research conducted by Iskandar & Febriyantoro (2019) examined the influence of market orientation on organizational performance. It analyzed the mediating role of green innovation performance in relation to market orientation and organizational performance of MSMEs in Batam City. Furthermore, research by Theo et al. (2025) discussed the extent to which Green Innovation, Entrepreneurial Orientation, and Entrepreneurial Competence affect the performance of micro, small, and medium enterprises (MSMEs) in Purwakarta. Meanwhile, research on how business performance can be improved through green innovation is still limited. This creates an urgent need for more in-depth research on the relationship between entrepreneurial orientation, green innovation, and business performance. Therefore, this study examines the influence of Green Entrepreneurial Orientation and Green Innovation on Business Performance.

This research aims to identify an effective implementation model for green entrepreneurship to enhance green innovation and business performance. The findings are expected to contribute to entrepreneurship theory by adding a new perspective on how sustainability can be integrated into business strategy. Furthermore, this research is expected to provide practical recommendations for business actors and policymakers in designing programs that support green entrepreneurship.

Green entrepreneurship has a strong foundation in Islamic economic (Husna et al., 2024; Mariana et al., 2024). Research results by Sa'bandiyah et al. (2025) show that the principles of Maqashid Sharia, such as Hifz al-Din, Hifz al-Nafs, Hifz al-'Aql, Hifz al-Mal, and Hifz al-Nasl, have begun to be internalized by weaving industry players, especially in the form of environmental awareness, waste management, and the use of environmentally friendly materials. As caliphs on earth, business actors have a responsibility to run businesses that are not only profit-oriented but also provide benefits to the environment and society (Jamil et al., 2024). This is in line with the Sharia Enterprise theory developed by Triyuwono (Bahri et al., 2023; Sholihah et al., 2023). Therefore, this study aims to examine the influence of Green Entrepreneurship Orientation and Green Innovation on Business Performance.

Method

This study uses a quantitative approach with a descriptive and analytical research design. This design was chosen to describe the actual conditions of the implementation of green entrepreneurship, green innovation, and business performance, as well as to analyze the relationships between these variables. Quantitative methods allow for systematic data collection and statistical analysis to test the formulated hypotheses (Wahyuni & Sutarna, 2023). To measure respondents' opinions, this study used a Likert scale, a measurement scale developed by Likert (Budiaji, 2013). The Likert scale in this study ranges from 5 for "strongly agree" (SA) to 1 for "strongly disagree" (SD) (Junaedi & Ali, 2025; Midsurnight & Kafabih, 2025). Specifically, the Likert scale in this study is 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), and 5 = Strongly Agree (SA).

The population in this study was 70 Micro, Small, and Medium Enterprises (MSMEs) in Karawang Regency. The number of samples selected was 34 MSME actors from a total population of 70 MSME actors in Karawang Regency. The Sampling Technique was based on specific data in accordance with the research objectives. The sample criteria were as follows: MSMEs that have been operating for at least two years, MSMEs with products or processes that include environmental aspects such as energy efficiency, recycling, and the use of environmentally friendly materials, and MSME owners or managers were available to answer and fully understand the business conditions.

Operationalization of variables was carried out to describe the variables in the study into a form that can be measured quantitatively through specific indicators. Measurements were made using a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The variables in this study consisted of: X1: Green Entrepreneurship Orientation, X2: Green Innovation, and Y: Business Performance.

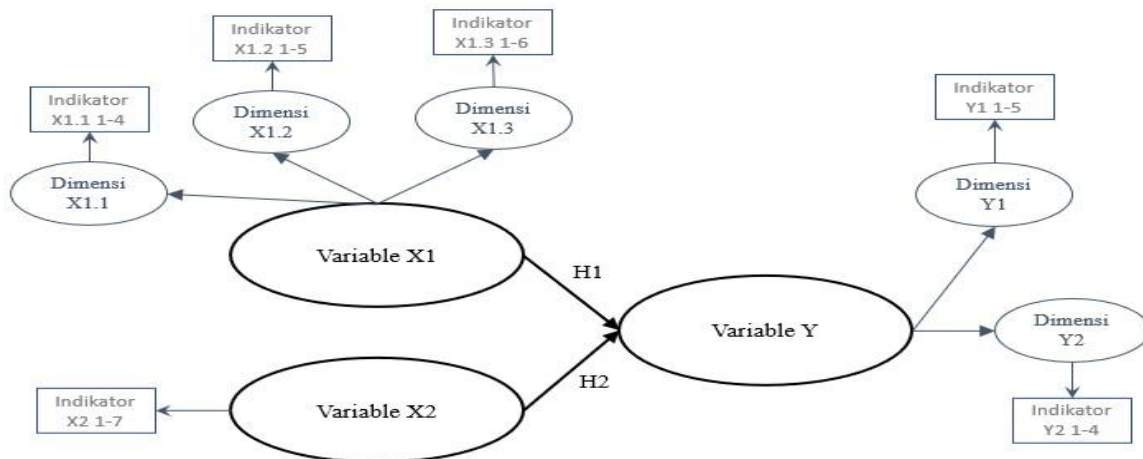


Figure 1. Conceptual Research Model

Variable X1 has three main dimensions as follows: Environmental Commitment consists of 4 (four) indicators that measure Concern for environmental issues, Environmentally friendly internal policies, Use of renewable resources, and Compliance with environmental regulations (Chen & Chang, 2013). Green Innovation consists of 5 (five) indicators that measure environmentally friendly product innovation, energy-efficient production processes, the Use of green technology, Waste reduction, and Recycling of raw materials (Muñoz & Dimov, 2015). Social Responsibility consists of 5 (five) indicators that measure environmentally based CSR programs, Participation in social activities, Transparency and environmental ethics, Collaboration with stakeholders, and Long-term vision towards sustainability (Chen, 2009).

Variable X2 consists of a single variable with the following indicators: Variable X2 has seven indicators that measure environmentally friendly product design, energy-efficient production processes, hazardous raw material substitution, implementation of an environmental management system, supply chain efficiency, renewable energy use, and waste reduction efforts (Dangelico & Pujari, 2010). Variable Y has two main dimensions: Financial Performance consists of 5 indicators that measure profit growth, ROI (Return on Investment), operational cost efficiency, revenue growth, and market share increase (Albort-Morant et al., 2016; de Giovanni, 2012; Lee & Min, 2015; RG et al., 2018; Wijethilake, 2017). Non-Financial Performance consists of 4 (four) indicators that measure customer satisfaction, customer loyalty, customer reputation, and continuous innovation (Chow et al., 2019; Gupta & Zeithaml, 2006).

Result and Discussion

Profile of Respondent

This study surveyed respondents from MSMEs. Detailed respondent data by gender can be seen in Table 1.

Table 1. Respondent Data by Gender

Gender	Number of Respondents	Percentage
Male	20	58%
Female	14	42%
Number	34	100%

Table 1 explains that the number of respondents was 34 people, with a breakdown of 20 men (58%) and 14 women (42%). The dominance of male respondents in this study reflects the reality on the ground, particularly in the MSME sector in Karawang Regency. The characteristics of this region, which is quite close to industrial and trade areas, result in many business actors being dominated by men, especially in business sectors such as production, distribution, workshops, and other heavy trade sectors. Men tend to be more involved in business activities that require high mobility, flexible working hours, and technical and physical work, which are more common in the context of local MSMEs. Furthermore, social culture in some regions also influences the role of men as the primary breadwinners, so they are more encouraged to start their own businesses as a form of economic independence. This results in a higher number of male MSME actors compared to women. However, women's participation in the MSME sector has continued to increase in recent years, particularly in the culinary, service, and craft sectors.

Classical Assumptions

Kolmogorov-Smirnov Normality Test Results

The author uses a normality test to determine whether the collected data originates from a normal distribution. This test is important as part of the classical assumptions in linear regression, because the regression model requires residuals (errors) to be normally distributed for the analysis results to be valid. One of the techniques used in normality testing is the Kolmogorov-Smirnov and Shapiro-Wilk, which assess whether the data distribution deviates from a normal distribution. The decision-making criteria based on this test are: 1. If the significance value (Sig.) > 0.05, then the data is normally distributed, and if the Sig. Value < 0.05, then the data is not normally distributed.

Table 2. Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

N		34
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.89411946
Most Extreme Differences	Absolute	.101
	Positive	.101
	Negative	-.099
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

In this study, a normality test was conducted to determine whether the collected data met one of the requirements for a good regression model, namely that the residuals are normally distributed. Based on the Kolmogorov-Smirnov Normality Test, it can be concluded that the data in this study are normally distributed because the significance value (0.200) is > 0.05.

Heteroscedasticity Test Results

In this study, a heteroscedasticity test was also conducted to detect whether there was inequality in the variance of the residuals in the regression model. The heteroscedasticity test is important because violation of the homoscedasticity assumption (constant residual variance) can cause the estimation to be inefficient. The guidelines used to detect the absence of heteroscedasticity symptoms are as follows: Data points are spread above and below or around the number 0 (zero), Points do not gather only above or below, The distribution of data points should not form a wavy pattern that widens then narrows and widens again, and The distribution of data points is not patterned.

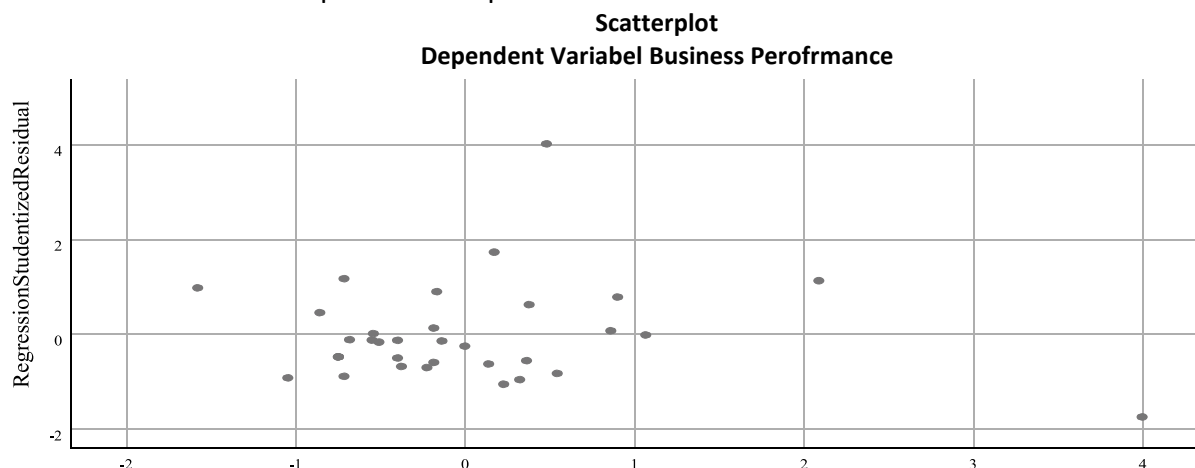


Figure 2. Scatterplot Graph

A scatterplot shows that the points are spread above and below or around the number 0 (zero). The data points are not clustered only above or below the number, and the distribution of the data points is not patterned. This concludes that the data used in this study does not exhibit heteroscedasticity.

Validity and Reliability

Results of the Green Entrepreneurship Orientation Validity Test

Based on the results of the questionnaire regarding Career Development contained in the appendix, the author then conducted a validity test using the help of SPSS software version 25, the output results of which can be seen in the appendix. The basis for making decisions on validity tests according to Sujarweni (2015:160) is as follows: If the calculated r value $>$ r table, then the question item or statement in the questionnaire is declared valid, If the calculated r value $<$ r table, then the question item or statement in the questionnaire is declared invalid, and the data declared invalid should be discarded and not used for further calculations, so that the writing results are better.

The calculated r value can be seen in the total score column and the Pearson correlation row for each question item number. The r table value is 0.339 (obtained by considering the value of $n = 34$, the value of $df = n - 2 = 32$, and looking at the value of $\alpha = 0.05$). Therefore, the following are the results of the Validity Test for variable X1 (Green Entrepreneurship Orientation) based on the basis for making decisions for the validity test above.

Table 3. Results of the Validity Test of Variable X1 (Green Entrepreneurship Orientation)

Question Items	Validity Test - Variable X1		
	r count	r table	Results
1	0.675	0.339	Valid
2	0.663	0.339	Valid
3	0.702	0.339	Valid
4	0.469	0.339	Valid
5	0.513	0.339	Valid

Based on the validity test results above, it can be concluded that all question items are valid. Therefore, all items in the Career Development questionnaire can be used for further calculations.

Green Innovation Validity Test

Based on the results of the questionnaire regarding Employee Performance, the author then conducted a validity test using the help of SPSS software version 25, which can be seen in the appendix. The basis for making decisions on validity tests according to Sujarweni (2015:160) is as follows: If the calculated r value > r table, then the question item or statement in the questionnaire is declared valid, If the calculated r value < r table, then the question item or statement in the questionnaire is declared invalid, and the data declared invalid should be discarded and not used for further calculations, so that the writing results are better. The calculated r value can be seen in the total score column and the Pearson correlation row for each question item number.

The r table value is 0.339 (Obtained by paying attention to the value of $n = 34$, the value of $df = n - 2 = 32$; and looking at the value of $\alpha = 0.05$). The following are the results of the Validity Test of the X2 variable (Green Innovation), based on the criteria for making the validity test decision above.

Table 4. Results of the Validity Test of Variable X2 (Green Innovation)

Question Items	Validity Test - Variable X2		
	r count	r tabel	r count
1	0.806	0.339	Valid
2	0.721	0.339	Valid
3	0.759	0.339	Valid
4	0.532	0.339	Valid
5	0.696	0.339	Valid
6	0.719	0.339	Valid
7	0.729	0.339	Valid
8	0.618	0.339	Valid

Based on the validity test results above, it can be concluded that all question items are valid. Therefore, all items in the Employee Performance questionnaire can be used for further calculations.

Reliability Test of Green Entrepreneurship Orientation

Table 5. Results of Reliability Test of Variable X1 (Green Entrepreneurship Orientation)

Reliability Statistics

Cronbach's Alpha	N of Items
.762	5

Based on the reliability test results above, the Cronbach's Alpha value was obtained at 0.762. Therefore, it can be concluded that the statement item in the questionnaire variable X1, in this case Career Development, is reliable, because the Cronbach's Alpha value of 0.762 is greater than 0.60. If the Cronbach's Alpha value is > 0.60 , then the question or statement item in the questionnaire is declared reliable; if the Cronbach's Alpha value is < 0.60 , then the question or statement item is not.

Green Innovation Reliability Test

Table 6. Results of the Reliability Test of Variable X2 (Green Innovation)

Reliability Statistics

Cronbach's Alpha	N of Items
.898	8

If the Cronbach's Alpha value is > 0.60 , the questionnaire item or statement is considered reliable. If the Cronbach's Alpha value is < 0.60 , the questionnaire item or statement is considered unreliable.

Business Performance Reliability Test

Table 7. Results of the Reliability Test for Variable X2 (Green Innovation)

Cronbach's Alpha	N of Items
.882	12

If the Cronbach's Alpha value is > 0.60 , then the questionnaire item or statement is considered reliable. If the Cronbach's Alpha value is < 0.60 , then the questionnaire item or statement is considered unreliable.

Hypothesis Analysis

Simple Linear Regression Test Results

Table 8. Multiple Linear Regression and t-Test Results

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	sig	
1	(Constant)	10.694	4.018		2.661	.012
	Green Entrepreneurship Orientation	1.124	.258	.503	4.365	.000

Green Innovation	.497	.125	.457	3.967	.000
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a. Dependent Variable: Business Performance

The results of the t-test (partial test) aim to determine the influence of each independent variable individually on the dependent variable, namely, business performance. Based on the SPSS output in the Coefficients table, the following results are obtained. First, Green Entrepreneurship Orientation has a t-value of 4.365 with a significance value of $p = 0.000$. Because the t-value is $> t$ -table (around 1.690) and the significance value is < 0.05 , it can be concluded that green entrepreneurial orientation has a significant effect on business performance. The regression coefficient of 1.124 indicates that every 1 unit increase in green entrepreneurial orientation will increase business performance by 1.124 units, if other variables are considered constant.

Second, Green Innovation has a t-value of 3.967 with a significance value of $p = 0.000$. As before, because t -value $> t$ -table and $p < 0.05$, it can be concluded that green innovation also has a significant effect on business performance. The regression coefficient value of 0.497 indicates that every 1 unit increase in green innovation will increase business performance by 0.497 units, assuming other variables remain constant. Both variables show a positive and significant influence, which means that the higher the green entrepreneurial orientation and the stronger the implementation of green innovation in a business, the higher the business performance achieved.

It was found that green entrepreneurial orientation had a t-value of 4.365, and green innovation had a t-value of 3.967. Both of these values were greater than the t-table value of 1.690, indicating that both variables significantly influenced the dependent variable in this study. Thus, the null hypothesis (H_0) was rejected, and the alternative hypothesis (H_1) was accepted. This means that the higher the green entrepreneurial orientation and green innovation implemented by business actors, the greater the impact on improving sustainable business performance.

This finding aligns with Chen's (2011) opinion, which states that green innovation and entrepreneurial orientation are significant predictors of sustainable business performance. Furthermore, also stated that entrepreneurial orientations focused on sustainability and green innovation have been shown to drive business success and increase long-term competitiveness (Hendratmoko, 2023). Therefore, integrating sustainability values into entrepreneurial orientation and the development of green innovation is crucial for creating sustainable competitive advantage (Chen & Rojniruttikul, 2025).

Correlation Coefficient Test Results

Table 9. Correlation Coefficient Test Results

	Green Entrepreneurship Orientation	Green Innovation	Business Performance
Green Entrepreneurship Orientation	Pearson Correlation	1	.644**
	Sig. (1-tailed)		.000
	N	34	34

Green Innovation	Pearson Correlation	.644**	1	.781**
	Sig. (1-tailed)	.000		.000
	N	34	34	34
Business Performance	Pearson Correlation	.798**	.781**	1
	Sig. (1-tailed)	.000	.000	
	N	34	34	34

Based on the Pearson correlation test results table with 34 respondents, the following results were obtained. First, the correlation between Green Entrepreneurial Orientation and Green Innovation showed an r value of 0.644 with a significance level of $p = 0.000$ ($p < 0.01$). This means there is a strong and significant relationship between green entrepreneurial orientation and green innovation. The higher the green entrepreneurial orientation, the higher the adoption of green innovation. Second, the correlation between Green Entrepreneurial Orientation and Business Performance had an r value of 0.798 with a significance level of $p = 0.000$ ($p < 0.01$).

This indicates a robust and significantly positive relationship. This means that businesses with a high green entrepreneurial orientation tend to demonstrate better business performance. Third, the correlation between Green Innovation and Business Performance showed an r value of 0.781 with a significance level of $p = 0.000$ ($p < 0.01$). This indicates a robust and significantly positive relationship between green innovation and business performance. This means that the higher the implementation of green innovation, the higher the business performance.

The three relationships between variables show a significant positive correlation, with the following correlation strength categories: $0.60 - 0.79 =$ strong and $0.80 - 1.00 =$ very strong. These results support the view that sustainability-based approaches and environmental innovation not only positively impact internal business processes but are also closely related to overall business performance and competitiveness.

Coefficient of Determination Test Results

Table 10. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.759	.743	4.01777

a. Predictors: (Constant), Green Innovation, Green Entrepreneurship Orientation

Based on the results of the coefficient of determination test shown in the Model Summary table, the R-square value is 0.759, or 75.9%. This figure indicates that 75.9% of the variation in business performance variables can be explained by two independent variables: green entrepreneurial orientation and green innovation. Meanwhile, the remaining 24.1% is influenced by other factors outside this research model, such as market conditions, human resource quality, government policies, or other external factors.

The Adjusted R Square value of 0.743 indicates adjustments to the number of variables and sample size. This value remains high, confirming that the regression model used is robust and appropriate for explaining the relationship between the variables in the study. Therefore, green entrepreneurial orientation and green innovation significantly contribute to improving business performance. This is in line with the results of the previous correlation and t-tests, which both showed a positive and significant influence of these two independent variables on business performance.

Discussion

The research findings, which demonstrate the significant influence of green entrepreneurial orientation and green innovation on business performance, resonate in Islamic economics. Business actors' high environmental commitment (as measured by variable X1) reflects the implementation of the concept of *hifzh al-bi'ah* (protecting the environment), a key pillar of *Maqashid Sharia*. The high correlation between green innovation and financial performance demonstrates that the principle of sustainability in Islam does not conflict with profitability, but instead reinforces them. This aligns with the National Sharia Council's fatwa on Islamic finance, which encourages environmentally friendly business practices.

These findings open up opportunities for Islamic financial institutions, such as Islamic banks and Baitul Maal wat Tamwil (BMT), to develop specialized financing products (green financing) for MSMEs seeking to transition to green practices. Furthermore, instruments like Zakat and Sharia CSR managed by BAZNAS can be directed to fund training and incubation programs for skilled human resources in managing green Islamic businesses, thereby creating an economically and environmentally sustainable ecosystem.

Conclusion

This study concludes that the implementation of green entrepreneurial orientation and green innovation has a positive and significant impact on the business performance of MSMEs in Karawang Regency. The analysis results show a strong correlation between green entrepreneurial orientation and green innovation ($r = 0.644$), as well as a very strong relationship between green entrepreneurial orientation and business performance ($r = 0.798$). In addition, green innovation also has a high correlation with increased business performance ($r = 0.781$). Based on the regression test, these two variables can explain 75.9% of the variation in business performance, which indicates the strength of this research model in describing the relationship between variables. Thus, MSMEs that adopt green entrepreneurial principles and implement environmentally friendly innovations in their products and business processes tend to experience improved overall business performance, both in financial and non-financial aspects.

Therefore, in addition to recommending that MSMEs adopt green principles, this study also recommends that Islamic financial institutions design green financing schemes that

provide incentives for MSMEs that meet sustainability criteria. Furthermore, the National Zakat Agency (BAZNAS) should optimize the distribution of Productive Zakat and Sharia CSR funds to support training and human resource development in the field of green entrepreneurship. Finally, regional governments are expected to collaborate with these parties to create integrative policies to support a green MSME ecosystem that is in accordance with sharia principles.

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