

GREEN ENTREPRENEURIAL ORIENTATION FOR ACHIEVING SUSTAINABLE BUSINESS PERFORMANCE: A CONCEPTUAL PAPER

Tengku Firli Musfar

Management, Faculty of Economics and Business, Universitas Riau, Pekanbaru, Indonesia

Author's email:

tengkufirlimusfar@lecturer.unri.ac.id

Abstract. *This article aimed to find a comprehensive definition of Green Entrepreneurial Orientation. The problem highlighted in this article was the absence of a comprehensive understanding of Green Entrepreneurial Orientation from previous studies. This article revealed a difference in definition and scope broadness in Green Entrepreneurial Orientation from the previous studies. The approach applied in this article was by comparing the difference between its definition and other variables along with Green Entrepreneurial Orientation to achieve Sustainable Business Performance. The implication of this study result enriched the theory of Green Entrepreneurial Orientation, and organizations now have guidance to achieve Sustainable Business Performance. The original contribution from this study provided a more comprehensive definition of Green Entrepreneurial Orientation and discovered some other variables enhancing Sustainable Performance for organizations.*

Keywords: *Green Entrepreneurial Orientation, Sustainable Business Performance.*

1. INTRODUCTION

In recent decades, awareness of the importance of the environment has become an integral part of corporate operations and responsibilities. It has also become a competitive opportunity for businesses and their growth. This concept is known as the company's voluntary commitment to promote environmental sustainability and human well-being. Terms such as "Green Business," "Green Marketing," "Green Entrepreneurship," and the like are becoming increasingly popular today, reflecting the increasing public awareness of the environmental impact generated by the business sector. Therefore, business skills and resources that are valuable to the environment can lead to better business results. Environmental issues have become an increasingly significant threat to the growth of companies. Companies should consider human health and living conditions integral to their business activities. Governments and academics are also increasingly focusing on environmental degradation and finding solutions to these environmental issues.

Public concern over ecological damage has increased competitive pressures and created new company challenges. Therefore, environmental responsibility is no longer only the focus of large companies, as Khan et al. (2019) revealed. Green Entrepreneurial Orientation (GEO) can encourage companies to voluntarily and proactively switch to green businesses. This is a different attraction factor than push factors such as government regulations and stakeholder pressure. Several studies have used GEO as a starting factor to test its impact on the development of green innovations, as shown by the research by Guo et al. (2020). Companies that adopt GEO as their commitment can better respond to the external environment. The GEO concept acts as a bridge for sustainable innovation in business and has played an essential role in achieving Sustainable Business Performance. By applying GEO principles, companies can integrate green business practices into their strategy, creating new opportunities for innovation and developing more sustainable products and services. In an era of environmental uncertainty and increasing public awareness, companies with a green orientation and commitment will have a significant competitive advantage in meeting market demands that increasingly require environmentally friendly products and

services. Thus, the development of GEO and its implementation is very relevant in today's business context.

Suppose a company can provide services or products that meet the needs of consumers who care about the environment. In that case, this will affect the positive attitude of consumers towards these services or products. In an era that increasingly prioritizes sustainability, companies must find ways to improve the performance of their products in terms of sustainability to increase business value, as revealed by Khan et al. (2019). Initiatives to foster a green entrepreneurial mindset involve green innovation, proactive capture of opportunities, and readiness to take risks. Companies with a green entrepreneurial orientation will engage in green innovation, look forward to pursuing existing opportunities, and manage risks to positively impact company profits, as confirmed by Jiang et al. (2018). Although much attention has been paid to the importance of green entrepreneurship, its impact on environmental and economic performance is still being debated, according to the findings disclosed by Jiang et al. (2018). Further research is needed to understand better the relationship between green entrepreneurship and environmental and economic performance. However, green entrepreneurship initiatives remain relevant and essential in responding to the demands of an era increasingly concerned with sustainability and increasing long-term profitability for companies moving towards more environmentally friendly business practices.

The concept of Green Entrepreneurial Orientation (GEO) has significant potential in developing the theory of entrepreneurship and environmental science. Many researchers have paid great attention to the concept of green entrepreneurship as an intangible asset, making GEO a topic of interest to researchers and growing in scholarly discussion. In the literature, various articles related to Green Entrepreneurial Orientation (GEO) have a similar perspective but also have differences in scope. This indicates differences in understanding and interpretation of GEO among researchers. Therefore, it is crucial to formulate a new comprehensive definition of Green Entrepreneurial Orientation. The aim is that this definition can be used as a reference for future studies and includes a variety of GEO views that previous researchers have put forward. This article aims to answer several critical questions related to the definition and scope of Green Entrepreneurial Orientation (GEO) based on research conducted over the last decade. By completing a comprehensive study of related articles, it is hoped that a more precise and integrated definition of GEO can be developed.

With a more comprehensive definition, future studies can have a strong foundation in studying and developing the concept of Green Entrepreneurial Orientation. This definition will also assist in establishing a framework and research methods that are consistent in measuring and understanding the impact of green entrepreneurship on environmental and economic performance. In other words, efforts to develop a new definition of Green Entrepreneurial Orientation (GEO) are expected to provide a more precise and integrated understanding. This will enrich scientific discussion and strengthen research in green entrepreneurship and its contribution to sustainable development.

2. LITERATURE REVIEW

2.1. Green Entrepreneurial Orientation

There are various perspectives regarding Green Entrepreneurial Orientation (GEO), but generally, they have something in common in recognizing the benefits obtained by companies that adhere to Green Entrepreneurial Orientation. According to Guo et al. (2020), GEO combines initiatives and environmental orientation based on Green Entrepreneurship and Entrepreneurial Orientation theories. GEO is an initiative that adopts the triple bottom line principle (Profit, People, and Planet) for company development. GEO combines corporate strategies that include strategic directions, management policies, and corporate behavior to achieve sustainable competitive advantage (Jiang et al., 2018). In the current industrial development, there is a broad trend in awareness of the importance of protecting the environment, encouraging innovation, and supporting entrepreneurial initiatives. The GEO concept acts as a bridge for continuous innovation in corporate development, with a commitment to provide green

innovation opportunities, implement socially responsible policies, and enhance competitive advantage.

Some researchers state that Green Entrepreneurial Orientation (GEO) involves environmental orientation, social orientation, and innovation (Guo et al., 2020; Cohen and Winn, 2007). Specifically, as a strategic move, GEO can facilitate the production of innovative, environmentally friendly products to enhance corporate sustainability (Guo et al., 2020; Teece, 2016). Therefore, the main goal of GEO is to promote sustainable production processes and introduce environmentally friendly products and services (Bos-Brouwers, 2009). As a form of environmental entrepreneurship, GEO should be recognized as an essential skill for small businesses and provides a broader range of responsibilities. The focus on environmental aspects includes the manager/owner's concern for the environment and the company implementing environmental and business goals, inspiring innovation, taking risks and planning aggressively, and implementing environmental policies and plans quickly to improve the company's competitive position and business results.

Research conducted by Guo et al. (2020) revealed that companies adopting Green Entrepreneurial Orientation (GEO) could bring environmental protection benefits through several mechanisms. First, GEO tackles environmental issues by developing eco-friendly products and services, which contribute to reducing environmental impact. Second, GEO helps reduce emissions of hazardous or toxic materials and improves safety and health in the workplace. Third, GEO focuses on consumer safety and health and improving overall social welfare.

In addition to environmental benefits, GEO positively impacts the company's financial performance through three channels. First, companies can reduce energy and resource costs by producing environmentally friendly products and adopting process innovations. Second, companies can gain a competitive advantage by taking an active position in seeking green business opportunities. Third, companies committed to GEO are willing to invest significant resources in businesses potentially facing gains or losses. GEO enhances a company's economic, environmental, and social performance, creating holistic benefits.

2.2. Sustainable Business Performance

Sustainable business performance is a concept that recognizes the importance of economic, social, and environmental aspects as dimensions of company performance (Asadi et al., 2020). Sustained performance in these three dimensions is considered necessary in the context of small companies to achieve sustainable innovation and business performance (Asadi et al., 2020). Several studies emphasize the importance of financial performance, social welfare, and environmental quality to the general public (Tanwir et al., 2020; Shen et al., 2017). However, researchers argue that companies focus more on the economic than social and environmental dimensions (Asadi et al., 2020).

Some researchers try to strike a balance between economic and social dimensions on the one hand (Haffar and Searcy, 2017), and economic and environmental dimensions on the other (Susanto et al., 2019). All of these components are essential to the success of business performance and company operations (Fernando et al., 2019). Several studies have shown that implementing environmentally friendly strategies can improve a company's market position and financial performance, reflected in company indicators, financial indices, customers, suppliers, and government (Asadi et al., 2020). In this context, sustainable business performance includes the achievement of organizational, economic, social, and environmental performance (Ong Tze San, Badar Latif, Assunta Di Vaio, 2022). Therefore, measuring the success of organizational performance must include economic, social, and environmental aspects. Thus, the organization's overall performance must be assessed through economic, social, and environmental dimensions to achieve sustainability in business.

3. RESEARCH METHODS

The method used in writing this article is an article review by collecting, analyzing, and presenting information from various relevant sources. The steps taken are as follows:

- 1) Literature search and selection: Criteria for the year of publication in the last ten years, reliance on sources, and relevance to the topic being reviewed.
- 2) Data collection: In the form of direct quotations, summaries, or collection of key findings from each relevant article or literature source.
- 3) Data analysis: The approach applied in this article was by comparing the difference of its definition and other variables along with Green Entrepreneurial Orientation to achieve Sustainable Business Performance.
- 4) Synthesis and presentation of information.

4. RESULTS AND DISCUSSION

4.1. Comprehensive Definition of Green Entrepreneurial Orientation

GEO provides a foundation for pursuing opportunities that have economic and ecological benefits through the introduction of environmentally friendly products and services (Jiang et al., 2018). The GEO concept adopts a community economics approach and transforms it into a socio-ecological economy. Through applying GEO and green innovation, business owners and managers can understand the factors that lead to superior sustainable performance (Jiang et al., 2018). GEO can be implemented across many companies, including start-ups, social enterprises, public agencies, small and medium enterprises, and local or multinational companies. In the end, adopting GEO will create a competitive advantage and impact social, economic, and environmental performance, also known as achieving sustainable business performance. The definition of Green Entrepreneurial Orientation (GEO) from several researchers can be seen in Table 1 below:

Table 1. Definition of Green Entrepreneurial Orientation (GEO)

Author (year: page)	Definition of Green Entrepreneurial Orientation (GEO)
Guo et al., 2020:2	GEO can be interpreted as a corporate strategy that involves proactive steps in identifying and understanding business opportunities related to the environment. This strategy aims to carry out a comprehensive evaluation of the associated risks and benefits.
Pratono et al., 2019: 2	GEO can be interpreted as a company's contribution to creating a sustainable competitive advantage.
Wenbio et al., 2018: 3	GEO is a concept that reflects a company's ability to dynamically explore new ideas, encourage innovation and tends to identify and seize potential opportunities. In addition, GEO also demonstrates the company's courage in changing the social and economic paradigm to a social-ecological economy by taking the associated risks.
Jiang et al., 2018:5	GEO is an enterprise strategy based on three primary process sets: green innovation, a proactive approach, and openness to risks and vulnerabilities.
Yu-Hsien Lin and Hsin-Chung Chen 2018: 4	GEO is a corporate action consisting of two components, namely a proactive approach, and risk-taking. These components are used on a unidimensional scale to measure GEO, a company's strategic approach to the environment.
Melay et al., 2017:2	GEO can be considered a profitable and innovative entrepreneurial activity, aiming to exert its influence in a positive way on society, the economy, and the environment.
Covin & Miller, 2014:3	GEO can be interpreted as an action involving corporate behavior that includes risk-taking, innovation, competitive aggressiveness, and autonomy.

Author (year: page)	Definition of Green Entrepreneurial Orientation (GEO)
Gibbs and O'neil 2012: 18	GEO can be understood as an action that fills space in a sustainable environment and provides valuable lessons for policymakers in every transition process toward a green economy. To promote the transition towards sustainability, it is recommended to support and facilitate interaction between various parties, including green businesses, investors, policymakers, and others, as a recommended policy approach.

Source: Previous Researchs

This table presents various definitions of GEO that researchers have proposed in several related studies. This definition of GEO includes a variety of perspectives and approaches, which provides a more comprehensive understanding of this concept. Through reviewing these definitions, it can be seen that there are similarities and differences in their views on GEO. Based on several definitions of GEO that have been presented previously, it can be concluded that there are three essential aspects contained in GEO: GEO input, GEO process, and GEO objectives. GEO input includes initiation, commitment, and a tendency to make the environment the main focus. The GEO process involves innovative actions in conducting business by considering environmental aspects. Meanwhile, GEO's goal is to achieve sustainable business performance.

Based on a more comprehensive definition, GEO is a commitment to start a business by prioritizing the environment as an integral part of corporate strategy, with continuous efforts to innovate to achieve sustainable business performance. In addition, GEO coverage can also be an indicator that the company is committed to the environment, such as using non-polluting/toxic raw materials, focusing on green product innovation, emphasizing green technology, emphasizing environmental values as a competitive advantage, and making efforts to be a pioneer in green products or technology. Thus, this new definition of GEO and its scope provides a more comprehensive understanding of the critical role of GEO in integrating pro-environmentally into business activities and provides indicators that can be used to measure a company's commitment to the environment.

4.2. The Role of Green Entrepreneurial Orientation (GEO) in Achieving Sustainable Business Performance

The role of Green Entrepreneurial Orientation (GEO) in achieving Sustainable Business Performance has been the focus of previous research. Several studies have been carried out to reveal how GEO can affect sustainable business performance. In order to see the role of Green Entrepreneurship Orientation in achieving Sustainable Business Performance, several studies have been carried out before, as can be seen in Table 2 below:

Table 2. Several Studies on Green Entrepreneurial Orientation

Authors (year: page)	Research Title	Core Variables	Research Methods & Industry
Sami Ullah, Rizwan Qaiser Danish (2020:306-317)	The Impact of Green Entrepreneurial Orientation on Firm Performance through Green Innovation: The Moderating Role of Strategic	GEO comprises corporate behavior in taking risks, innovation, competitive aggressiveness, and autonomy. GI is defined as hardware or software innovation related to green products or processes, including	The research study used a positivist research philosophy with quantitative techniques. Furthermore, the type of investigation used is a causal and

Authors (year: page)	Research Title	Core Variables	Research Methods & Industry
	Green Marketing Orientation	<p>innovations in the technology involved in energy saving, pollution prevention, waste recycling, green product design, or corporate environmental management.</p> <p>SGMO is a long-term business policy, and top management action focused on the company's environmental strategy.</p>	<p>cross-sectional study (Onetime).</p> <p>This study fills the gap by investigating the impact of GEO on FP through GI and moderating the moderating role of SGMO in Pakistani SMEs.</p>
Eijaz Ahmed Khan, Pradip Royhan, M.Ashiqur Rahman, Mohammed Mizanur Rahman, and Ahmed Mostafa (2019: 1-17)	The Impact of Enviropreneurial Orientation on Small Firms' Business Performance: The Mediation of Green Marketing Mix and Eco-Labeling Strategies	<p>Enviropreneurial Orientation or Green Entrepreneurial refers to the inclination of the manager/owner towards the environment and business, which is towards environmental and business goals, inspiring proactivity and innovation.</p> <p>Green Marketing refers to marketing policies, practices, and procedures aligned with ecological responsiveness and eliminating or reducing adverse impacts on the planet and people.</p> <p>Eco-Labeling can be defined as a statement stating that a service and product has specific environmentally friendly features and properties.</p>	They are testing the multiple mediation model with a sample of owners from 160 small firms in Bangladesh, with these firms coming from the trading, manufacturing, and service sectors.
Wenbo Jiang, Huaqi Chai, Jing Shao, Taiwen Feng (2018:1-57)	Green entrepreneurial orientation for enhancing firm performance: A dynamic capability perspective	<p>GEO refers to the tendency to pursue potential opportunities that generate economic and ecological benefits through the introduction of environmentally friendly products and services.</p> <p>Dynamic Capability Perspective (DCP) is a high-level ability to select, develop, and coordinate capabilities. Firm Performance is looking at the importance of the economy, society, economy, society, and the environment as dimensions.</p>	<p>This study builds the GEO model, described as a dynamic capability to exploit potential opportunities and take risks in transforming the social economy into a socio-ecological economy.</p> <p>It tested 264 companies in China.</p>

Authors (year: page)	Research Title	Core Variables	Research Methods & Industry
Ying Guo, LiFang Wang, Yanyu Chen (2020: 1-13)	Green Entrepreneurial Orientation and Green Innovation: The Mediating Effect of Supply Chain Learning	GEO is a combination of initiative and environmental orientation. Supply Chain Learning (SCL) refers to learning networks between companies. Green Innovation refers to improving environmental performance, including product innovation, process innovation, and project innovation, through the development and utilization of new products, new processes, and new services.	This study builds a theoretical model between GEO, green incremental innovation, and green radical innovation and uses empirical data from 416 companies in China for testing.
Chaiyawit Muangmee, Zdzisława Dacko-Pikiewicz, Nusanee Meekaewkunchorn, Nuttapon Kassakorn, and Bilal Khalid (2021: 1-15)	Green Entrepreneurial Orientation and Green Innovation in Small and Medium-Sized Enterprises (SMEs)	GEO is an independent system that reflects the company's strategic moves to accelerate green innovation and improve sustainable business performance (environmental, economic, and social). Green Innovation consists of implementing non-polluting materials, enhancing eco-friendly packaging for existing and new products, restoring end-of-life products and recycling, and using eco-labelling. Firm Performance is essential for the economy, society, and the environment.	Analyze the influence of GEO on GI and its impact on sustainable Firm Performance in the automotive parts industry in Thailand.
Ong Tze San, Badar Latif, Assunta Di Vaio (2022:38-67)	GEO and sustainable performance: the moderating role of GTD and environmental consciousness	GEO combines corporate strategies that capture a company's strategic orientation, organizational policies, managerial behavior, and entrepreneurial behavior to achieve sustainable competitive advantage. Green Technology Dynamism as a "mark of certainty" for green technology. Companies assimilate new technology more quickly than their competitors if they	Data were obtained from 296 respondents from small and small and medium manufacturing companies (SMEs) in Pakistan and Malaysia and were analyzed through a three-wave research design.

Authors (year: page)	Research Title	Core Variables	Research Methods & Industry
		experience and adapt to rapid technological change. Environmental consciousness is rooted in the argument that the natural environment faces various environmental problems due to human actions, especially those related to manufacturing. Sustainable Performance Performance is the company's achievement of economic, social, and environmental performance.	

Source: Previous Researchs

GEO can potentially encourage companies to voluntarily and proactively switch to sustainability-focused businesses. In this context, the willingness of companies to adopt pro-sustainability practices does not depend on regulatory pressure from the government or stakeholders. The importance of GEO in this context is reflected in its use as a precursor or triggering factor in several studies. GEO is considered the first step with initiative and commitment to run a business that pays attention to the environment. In particular, many studies show that GEO has a significant role in achieving better financial and social performance while reducing the negative impact of environmental damage.

Based on the research of Sami Ullah and Rizwan Qaiser Danish (2020), it can be found that all the factors studied have a positive influence on FP (Financial Performance). Likewise, an entrepreneur can benefit significantly from environmental protection since most of the factors studied are related to the environment. For example, GEO (Green Entrepreneurship Orientation), GI (Green Innovation), and SGMO (Sustainable Green Management Orientation) all primarily focus on environmental pollution issues. In addition, this research also contributes to the field of public administration. An entrepreneur can significantly benefit from this research in many ways. For example, an entrepreneur can improve performance by applying the conceptual model under study. Therefore, this research's primary focus is to improve Small and Medium Enterprises (SMEs) performance without damaging the environment.

The results of the research analysis by Khan et al. (2019) revealed that this research discusses the impact of enviropreneurial orientation on the business results of small companies. This study considers the business performance of small companies in the context of green entrepreneurship, green marketing strategies, and eco-labeling strategies. Many small companies are looking for ways to gain an advantage over their competitors, and environmental orientation is becoming an area of increasing interest for them. The results of the current study indicate that environmental orientation is a factor affecting the business performance of small companies and that green marketing strategies and eco-labeling strategies act as mediators in achieving these results. These findings suggest that enviropreneurial orientation may not directly affect business results but through green strategies (such as green marketing and eco-labeling). Therefore, small companies must adopt green strategies to achieve higher corporate value. If small companies have an enviropreneurial orientation but do not implement a green strategy, they may not achieve the expected business results. This research has essential relevance and benefits for managers. They must realize that GEO orientation must integrate green marketing and eco-labeling strategies in the decision-making process.

Likewise, policymakers should promote environmentally friendly products and services and provide quality information related to health issues.

Research conducted by Jiang et al. (2018) analyzes that adopting GEO (Green Entrepreneurship Orientation) is essential for companies to achieve a competitive advantage and improve performance. This research is based on the perspective of dynamic capabilities. The findings of this study indicate that GEO has a positive influence on environmental performance and corporate financial performance. This study identifies GEO as a dynamic capability that enables companies to exploit new ideas, drive innovation, seize potential opportunities, and take risks in transforming the social economy into a socio-ecological economy. In addition, this research also introduces the concept of Green Technology Dynamic (GTD) and Key Technological Issue (KTI). GTD and KTI come from the same dimension but have opposite directions of influence. GTD is considered a constraint in knowledge management capabilities, while KTI is a factor that strengthens knowledge management capabilities. The research findings show that GTD negatively moderates the relationship between GEO and environmental performance, while KTI positively moderates the relationship between GEO and environmental and financial performance. Adopting GEO in an environmentally stable context provides more excellent environmental benefits than in a context full of technological turbulence. The process of knowledge transfer within the company and the integration of internal knowledge can help companies that adopt GEO improve their performance effectively and efficiently.

The results of the analysis from the research conducted by Ying Guo et al. (2020) indicated that in the context of the Chinese market, this study developed a conceptual model that linked the variables of company GEO (Green Entrepreneurial Orientation), SCL (Supply Chain Collaboration), GRI (Green Radical Innovation), and GII (Green Incremental Innovation). This study explores the impact of GEO on green innovation and examines the internal mechanisms influencing this relationship through an SCL perspective. The results show that a company's GEO positively impacts GRI and GII. In addition, SCL can partially act as a mediator between GEO and GRI, as well as between GEO and GII. Thus, SCL can partially mediate the relationship between GEO and GRI, as well as between GEO and GII. This research contributes to developing the theory of entrepreneurial orientation, green innovation, and SCL. These findings also have important implications for managers, who must understand effective ways to optimize GEO implementation in green innovation development.

The results of the analysis from the research conducted by Muangmee et al. (2021) indicate that there is a positive impact of GEO (Green Entrepreneurial Orientation) on GI (Green Innovation). In addition, research findings indicate that GI positively impacts corporate social performance. It shows that GI is essential and integral to achieving good social performance. Furthermore, the research results also reveal that GI significantly impacts a company's economic performance. This finding also confirms the positive effect of GI on environmental performance. This finding aligns with previous studies' suggestions that show that firm performance depends on economic success, social performance, and environmental factors. Therefore, companies in the automotive industry and possibly other industries must implement a triple-bottom-line strategy (economic, social, and environmental) at the company level. By implementing this strategy, companies can improve their overall performance, achieve economic success, pay attention to social performance, and protect the environment.

Research conducted by Ong Tze San et al. (2022) shows that the growing trend of Intellectual Capital (IC) has had a positive impact on the sustainable development of Small and Medium Enterprises (SMEs) through strategies such as GEO (Green Entrepreneurship Orientation). GEO adoption is considered an essential strategy for companies to achieve competitive advantage and improve sustainable performance. Based on the Intellectual Capital Variation concept, this study reveals that as part of Intellectual Capital, GEO positively influences the company's sustainable performance in social, environmental, and financial aspects. Thus, this study acknowledges the role of GEO as a relevant component of Intellectual Capital. GEO assists companies in exploiting business opportunities, driving innovation, and taking the risks necessary to

achieve social, environmental, and economic benefits. In addition, this study also shows that moderating factors such as Green Technology dynamics (GTD) and environmental awareness play an essential role in the relationship between GEO and sustainable performance. GTD and environmental awareness are considered factors that strengthen and promote knowledge management capabilities in translating GEO into sustainable performance. Thus, this study provides a deeper understanding of the importance of GEO as a component in a company's Intellectual Capital. Companies must prioritize and develop GEO to achieve competitive advantage and improve sustainable performance in various aspects.

As a common thread from previous studies, GEO has an essential role in achieving Sustainable Business Performance, but its influence generally does not occur directly. GEO is the first step that reflects initiation, commitment, and actions that encourage concern for sustainability. To achieve Sustainable Business Performance, the role of GEO must be supported by mediating variables that form an indirect relationship and moderating variables that strengthen or weaken its influence. In this context, several mediating variables that have been extensively researched and proven to have a positive effect are Green Innovation, Green Marketing, Supply Chain Learning, Dynamic Capability Perspective, and Eco-Labeling Strategies. These variables help bridge the relationship between GEO and achieving Sustainable Business Performance through an indirect path.

In addition, several moderating variables that have been extensively researched and proven to play a role in moderating this relationship are Green Marketing Orientation, Environmental Consciousness, Knowledge transfer and integration, and Green Technology Dynamism. These variables affect the intensity and direction of the relationship between GEO and Sustainable Business Performance. Thus, these studies conclude that GEO has a crucial role in achieving Sustainable Business Performance, but its influence does not occur directly. Mediating and moderating variables are essential in establishing the relationship between GEO and achieving Sustainable Business Performance and amplifying or reducing its influence.

CONCLUSION

1. In its comprehensive conception, GEO refers to a commitment to starting and managing a business focusing on environmental sustainability. In this context, companies with GEO consistently innovate to achieve sustainable business performance, taking into account their impact on the environment, society, and the economy.
2. It should be noted that the role of GEO in achieving Sustainable Business Performance does not always occur directly. Although GEO represents initiation and commitment to sustainability, achieving Sustainable Business Performance in many studies requires support from mediating and moderating variables.

SUGGESTION

1. Business owners/managers should regard Green Entrepreneurial Orientation (GEO) as a valuable intangible asset, as a form of responsibility towards the environment. In an era of increasing awareness of environmental issues, GEO is becoming more important than simply meeting regulatory compliance or seeking short-term financial benefits. GEO should become integral to the company's business strategy and culture, reflecting a deep commitment to sustainable development. Business actors must strive to innovate proactively, adopt environmentally friendly business practices, and engage in activities that promote positive environmental changes. By integrating GEO into their business strategy, businesses can play an essential role in balancing environmental sustainability and achieving long-term business goals.
2. Future researchers can develop a more inclusive and adaptive definition of GEO for dynamic environmental issues. Environmental issues constantly evolve along with social, technological, and political changes. Therefore, researchers need to keep their understanding of GEO updated. The definition of GEO must cover various

aspects and dimensions relevant to current environmental issues, including green innovation, sustainable supply chain management, green marketing, and other relevant aspects. In addition, researchers also need to consider different regional and industrial contexts in developing a broader definition of GEO. Thus, future research can better contribute to understanding the role and impact of GEO in achieving business sustainability and providing a more comprehensive framework for business actors to adopt and implement GEO effectively.

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