

# Strategic orientation and technology entrepreneurship: The mediating role of pro-environment behavior and the moderating role of intercultural communication among Indonesian Wetland Ecological

*by* Rabiatul Adawiah

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Strategic orientation and technology entrepreneurship: The mediating role of pro-environment behavior and the moderating role of intercultural communication among Indonesian Wetland Ecological Citizen

Rabiatul Adawiah<sup>1</sup>

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ABSTRACT

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**Purpose:** This study examines the relationship between strategic orientation and technology entrepreneurship and the success of small and medium-sized firms (SMEs) in the Indonesian Wetland Ecological Citizen sector. This study aimed to determine the relationship between strategic orientations, pro-environmental behavior, intercultural communication, and SME performance. A sample of 570 respondents was selected by random sampling, and structural equation modeling with AMOS was utilized to test hypotheses. According to the study's findings, SMEs in the Indonesian Wetland Ecological Citizen sector benefit significantly from strategic orientations. Additionally, the role of pro-environmental behavior as a mediator between strategic orientation and SME performance

was explored. The findings indicate that pro-environmental conduct plays a significant role in boosting the influence of strategic orientations on the success of small and medium-sized businesses (SMEs). This highlights the need for environmental stewardship in technology entrepreneurship and strategic decision-making. This research contributes to understanding the importance of environmental and cultural elements in technology entrepreneurship and strategic decision-making. This study's findings can assist small and medium-sized firms (SMEs) in Indonesia in adopting environmentally responsible practices and improving their performance through strategic orientations. This study's findings have implications for policymakers and stakeholders in the Indonesian Wetland Ecological Citizen sector, as they provide valuable insights into the role of strategic orientations, pro-environmental behavior, and intercultural communication in fostering the success of small and medium-sized enterprises (SMEs).

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<sup>1</sup> Study Program of Civic Education, Universitas Lambung Mangkurat, Banjarmasin, Indonesia.  
Email: rabiatuladawiah@ulm.ac.id; ORCID ID: <https://orcid.org/0000-0001-7359-8937> (Correspondence)

## 1.0. Background

The economy influences global warming, pollution, and deforestation (Andrée et al., 2019; Arshad et al., 2020). Green business practices are gaining importance (19) many companies during the past decade (Fernando, Jabbour, & Wah, 2019). Rarely do small and medium-sized enterprises perform acts that are good for the environment. This is terrible because technology gives individuals new hope and might help businesses lessen their environmental impact. Despite being smaller, most of the wor (12) businesses are SMEs (Zou et al., 2021). Pro-environmental behavior PEB is a method for small and medium-sized enterprises (SMEs) to consider the environment when conducting business (Prashar, 2019). PEB affects the success of SMEs and influences how individuals perceive the environment (Rehman et al., 2022). Prashar (2019) found that PEB helped SMEs (19) in greater financial success. We are exploring the factors that make it challenging or easy for small and medium-sized businesses to engage in environmentally friend (57) practices. To accomplish this, we shall analyze why SME owner-managers utilize PEB. Small and medium-sized enterprises (SMEs) are not simply scaled-down versions of larger organizations; they have their requirements and distinguishing qualities. Due to their goals and perspectives, a small business's owner or leader significantly impacts its operations (Ritter & Pedersen, 2020). In light of these recent results, additional research is urgently needed to pave the way for more ecologically responsible business operations.

The connection between environmental orientation (EO) and SME performance has been the sub (14) of extensive study (Adel, Mahrous, & Hammad, 2020; Shah & Ahr (29) 2019; Vidic, 2018). Belhadi, Touriki, and El Fezazi (2018) recognized the value of small and medium-sized enterprises (S (32)s) in the development of human capital, job creation, and financial rewards. However, the expansion of small and medium-sized enterprises (SMEs) in Indonesia has been hampered by a lack of useful information, confusing rules, and inadequate government policies (Dai et al., 2021; Hipólito et al., 2021). With the aid of EO, Indonesia's SME manufacturing sector can expand despite these limitations (Al-Tamimi & Al Anssari, 2022; Azizah, 2022; Butkouskaya, Llonch-Andreu, & Alarcón-del-Amo, 20 (54) Donmez, 2021; Sun, 2020). According to Lumpkin and Dess (1996), the impact of EO on a company's success is determined by both internal and external influences. Studies indicate that small and medium-sized enterprises (SMEs) can perform better if they manage their resources effectively, respond rapidly to market signals, and pursue opportunities aggressively (Liu & Yang, 2019). A company's performance can also be enhanced by proactive activities and new concepts (Aliu & Hajdini, 2021; Alzahrani & Alfares, 2022; Croucher & Hon, 2022; Dai et al., 2022; Ez (53) al., 2021; Liu & Yang, 2019). Even though multiple studies have been undertaken on the impact of EO on a company's performance, additional study in various economies is required to increase the external validity of the findings (Mostafiz, Hughes, & Sambasivan, 2022; Umejesi et al., 2018).

A company's organizational legitimacy (LO) entails a mentality enabling continuous examination and alteration of inputs, outputs, processes, and policies to succeed. According to Modranský, Jakobová, and Oláh (2020), SMEs should evaluate their operating environment and coordinate innovation activities by gaining an awareness of market-product synergy, management style, and company culture. Al-Henzab, Tarhini, and Obeidat (2018) discovered that LO, MO (managerial legitimacy), and creativity are interrelated. It is commonly believed that the former increases a company's market competitiveness. To include LO in new products, services, technical, and market development, businesses must

embrace open-mindedness, knowledge sharing, a commitment to learning, and skill maintenance (Cegarra-Navarro et al., 2019; Kim et al., 2022; Massadeh, Khatib, & Khanji, 2021; Sebola & Khoza, 2022). According to Edmans (2021), market sentiment can assist businesses in determining the efficacy of their marketing strategies and is commonly viewed as a crucial driver of revenue growth and profitability. The convergence of SME networks and supply chains necessitates the implementation of information technology in marketing.

The term "Pro-environmental behavior" can refer to public and private initiatives to preserve the environment, such as environmental advocacy and recycling (48). According to Srinivasan, Srivastava, and Iyer (2020), the ESP paradigm claims that the connection between an organization's environment, strategy, and performance may be diminished. Even in Indonesia, where companies encounter unique obstacles, the relationship between these three criteria must be re-examined. Due to immature laws, morals, and brains, Fu, Collins, and Yao (2022) indicate that in emerging nations, the connection between economic production and performance resembles an inverted U. We concur with this viewpoint and intend to investigate how entrepreneurial organizations might offset the detrimental consequences of high EO on performance.

The study on Indonesian Wetland Ecological Citizens is one of the first to examine the mediating function of pro-environmental behavior (PEB) in the link between environmental orientation (EO), organizational legitimacy (LO), managerial legitimacy (MO), and SME performance. In addition, as far as the author is aware, this is one of the few studies to examine the moderating impact of intercultural communication on the relationship between PEB and SME performance. Based on this, the following research objectives will be pursued.

RO1: To examine the impact of strategic orientations (EO, MO, and LO) on the business performance of SMEs operating in technology. (60)

RO2: To examine the mediating role of PEB in the relationship between the EO, MO, and LO and the business performance of SMEs operating in technology.

RO3: To examine the moderating role of intercultural communication in the relationship between the PEB on the business performance of SMEs operating in technology.

## 2.0. Hypothesis Development

The current research incorporates the resource-based view (RBV) theory which holds that a company's resources significantly contribute to its performance and competitive advantage (Adam et al., 2022; Assensoh-Kodua, 2019; Orwig, 2021; Pandya & Boukareva, 2022; Sarisky, 2022; Talha et al., 2021; Valizadeh & Soltanpour, 2021; Zhuo & Salleh, 2021). The theory suggests that a company's internal resources offer specific skills that can lead to success and growth (Chanana, 2021). It has been proven that efficiently utilizing a company's resources can enhance its performance, especially for small and medium-sized businesses (SMEs), who must focus on developing their internal capabilities to stay ahead of the competition (Kanter, 2019). The key to success lies in a company's unique skills and ability to adapt to changing circumstances. Despite RBV's inadequate internal management system, according to Altin (2021), the research highlights the need for a company to be aware of all its resources to grow effectively and sustainably. The study's conceptual framework (see figure 1) has been developed using the RBV theory.

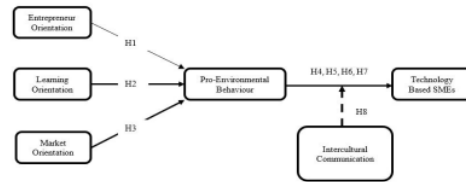


Figure 1: Hypothesized Model

### 2.1. EO and SME performance

An organization's EO significantly impacts its competitiveness and growth potential. Kryscynski, Coff, and Campbell (2021) developed a framework whose components include EO, LO, and SME performance. Small- and medium-sized enterprises with a well-organized internal structure and the capacity to respond swiftly to market signals and uncover new opportunities have a greater likelihood of success. EO refers to a company's propensity to reinvent its offers, test new products and markets, and pursue new opportunities proactively. EO is a collection of traits, including originality, initiative, and a willingness to take calculated risks. However, the importance of these characteristics might change based on the business's environmental, organizational, and cultural setting. There are additional cultural components of EO, with differing levels of significance between enterprises and nations. Innovativeness, according to Chesbrough and Tucci (2020), is a company's openness to new ideas, experimentation, and innovation, which can lead to new products and markets. Risk-taking entails engaging in unproven commercial endeavors or investing substantial resources in uncertain circumstances.

According to Adam et al. (2022), EO has a beneficial effect on the performance of SMEs, resulting in increased profitability and discovered that EO boosted the profitability of SMEs in Iran. In contrast, Adam et al. (2022) found that EO attributes such as innovation, proactivity, and risk-taking had a substantial impact on the success of SMEs in Malaysia. Innovative managers of small and medium-sized enterprises who expand their involvement and networking are more likely to seize new chances. These findings support the idea that EO positively influences the performance of SMEs.

**H1:** EO has a significant impact on SME performance.

### 2.2. LO and SME performance.

According to Louis and Kruse (2021), when they speak to LO, they indicate an organization's capacity for growth and improvement. According to Croucher & Hon, 2022, the definition of LO includes the transition from single-loop or double-loop learning to triple-loop learning or unlearning. This concept also considers the transition from the formation of incremental knowledge to the creation of radical expertise, the transition from thinking in terms of systems to thinking creatively, and the transition from continuous improvement to creative and innovative improvement. LO can potentially have a major impact on the performance of small and medium-sized enterprises (SMEs) when applied to that setting. According to Adam et al. (2022)'s research, proactive learning requires a specified objective and a shared vision of the future. According to Adam et al. (2022) a corporation that encourages its employees to

strive toward a common goal will have greater overall success. According to the findings of Gagné and colleagues (2008), the entire society benefits when a company decides to invest in the education of its employees and customers. According to Louis and Kruse (2021), a business can maintain its competitive advantage and market dominance over the long term by supporting and enforcing its employees' continuing education. According to the findings of Croucher & Hon, 2022, companies with an "open mind" are more likely to analyze ideas critically, learn how to adapt and be prepared to accept superior options.

Additionally, companies with an "open mind" are more likely to be inventive and according to Adam et al. (2022), businesses can increase the quality of the ideas they generate by fostering a creative culture and encouraging employees to consider unique concepts. This brings us to the following conclusion:

**H2:** *LO has a significant impact on SME performance.*

### 2.3. MO and SME performance

MO (MO) is a strategic management concept that refers to a company's focus on understanding its customers and the market's demands to create value and achieve sustainable success. Since its introduction by Kohli and Jaworski (1990), MO notion has become a subject of extensive research in marketing and business. MO plays a crucial part in the performance of small and medium-sized enterprises (SMEs), as it is sometimes difficult for these firms to compete with larger, more established companies.

A corporation focusing on the market collects and analyzes data about its customers, competitors, and market trends. This data is then utilized to inform decision-making and product development. In terms of sales growth, market share, and profitability, organizations with a high degree of MO outperformed their competitors, according to research by Narver and Slater (1990). Similarly, Kim and Kacmar (2002) discovered that MO was positively associated with innovation and financial performance in their study. MO can also affect customer satisfaction and loyalty positively. Companies with a clear mission statement are more likely to respond to consumer needs and provide products and services that meet those needs. This, in turn, leads to increased customer satisfaction and loyalty, which can assist a business in gaining a competitive advantage. However, it is essential to highlight that MO is not limited to information collecting. It also involves utilizing this information to make informed decisions and provide value to customers. Companies that collect information but do not use it to create improvements are not truly market focused. This brings us to the following conclusion:

**H3:** *MO has a significant impact on SME performance.*

### 2.4. PEB as mediator

PEB refers to the measures individuals and organizations make to lessen their environmental effects. As environmental challenges have become more pressing and customers have become more environmentally sensitive, PEB has grown in significance. According to studies, EO (EO) positively impacts SME performance. The method via which this link functions, however, has been a topic of controversy. PEB has been suggested as the intermediary between EO and SME performance. According to Chen

and Chen (2017), there is a positive correlation between EO and PEB. Entrepreneurs with an innovative and proactive mindset are more likely to implement environmentally friendly company methods. This results in several benefits for the company, including higher efficiency, decreased expenses, and an enhanced reputation among customers and stakeholders. PEB was found to have a mediating influence on the association between EO and SME performance in a study by Ates and Kucukvar (2021). The authors discovered that companies with a proactive EO and a high degree of PEB were likelier to have greater financial performance and customer satisfaction. This emphasizes the significance of PEB as an intermediary between EO and SME performance. In addition, PEB may assist businesses in achieving their environmental objectives. A company that embraces environmentally friendly measures, such as recycling, energy efficiency, and waste reduction, can enhance its reputation as an ecologically responsible enterprise. This can increase sales and client loyalty, contributing to the company's long-term success. This brings us to the following conclusion:

**H4:** PEB has a significant impact on SME performance.

**H5:** PEB mediates the relationship between the EO and SME performance.

PEB is gaining recognition as a role that mediates the connection between LO and MO and the performance of SMEs. The term "pollution prevention and the reduction" (PEB) refers to the measures companies take to reduce the environmental damage caused by their operations. According to Mirshak (2015), organizations adopting a LO and displaying PEBs are better positioned to apprehend evolving market needs and laws and devise effective reactions to these aspects. This is because companies with an emphasis on learning constantly seek to increase their knowledge and are receptive to introducing innovative concepts, such as the importance of engaging in environmentally responsible behaviors. In addition, firms that display PEBs have a greater possibility of attracting environmentally conscious clientele, putting them in a better position for commercial success.

Similarly, Park, Kim, and Lee (2019) found that MO and PEB have a positive association, with MO exerting a beneficial influence on PEB. In other words, market-oriented firms are more inclined to evaluate the environmental impact of their activities and apply sustainable practices to preserve their competitive edge. This is because market-oriented firms understand the need to have a positive relationship with the surrounding environment. Even though PEB can mediate the relationship between LO and MO and the performance of SMEs, it is crucial to remember that PEB is not a guarantee. According to Moretti, Desiato, and Fratocchi (2017), the link between LO, MO, PEB, and SME performance is complex and subject to various influences. The level of government support for sustainability projects, the level of consumer demand for sustainable products and services, and the level of market competitiveness are some of these factors. This brings us to the following conclusion:

**H6:** PEB mediates the relationship between the LO and SME performance

**H7:** PEB mediates the relationship between the MO and SME performance

### 2.5 International Chamber of Commerce (ICC) as moderator

The impact of PEB on the performance of SMEs can be tempered greatly by the ICC, which can have a considerable moderating role. Effective communication with personnel from diverse cultural backgrounds can substantially impact an organization's success,

particularly in terms of its ability to persevere. Intercultural communication is defined by Gudykunst and Kim (2003) as the process by which persons from diverse cultural backgrounds connect and share information and ideas. In today's increasingly worldwide corporate climate, small and medium-sized firms (SMEs) are more exposed to individuals with many cultural origins. Consequently, SMEs must be able to interact successfully with personnel from many cultural backgrounds. The International Chamber of Commerce (ICC) may moderate the relationship between PEB and SME success. This is because the ICC can aid SMEs in better understanding and responding to the diverse viewpoints and values held by stakeholders, including customers and suppliers, regarding environmental issues. Koo et al. (2013) concluded that ICC positively impacts PEB because it helps individuals from diverse cultural backgrounds to collaborate and acquire mutual understanding. Effective communicators from various cultural origins are more inclined to share information and work together to reach a common objective. In the context of the PEB, this can lead to more collaboration and cooperation among SMEs in tackling environmental challenges, ultimately resulting in enhanced performance among SMEs.

ICC can also function as a moderating element in the link between PEB and SME success by encouraging the interchange of innovative and creative ideas. Gudykunst and Kim (2003) argue that ICC might stimulate creativity and innovation by exposing individuals to various perspectives and ideas. In the context of PEB, this might result in developing new and innovative techniques for SMEs to address environmental concerns, enhancing their performance. Several scholars, such as Noorderhaven and Tamboer (2018), have investigated the relationship between ICC and PEB, indicating that ICC assists organizations in comprehending the worldwide significance of environmental sustainability. They projected that this understanding could lead to greater adoption of PEB methods, which could improve organizational performance. Similarly, Lee and Hwang (2017) highlighted the significance of ICC in facilitating cross-cultural collaboration and cooperation, which can support the development of PEB projects and enhance organizational performance.

In conclusion, ICC considerably modifies the link between PEB and SME performance. Effective ICC may assist SMEs in recognizing and addressing stakeholders' diverse viewpoints and values on environmental concerns and encourage the interchange of innovative and creative ideas. This leads us to the subsequent conclusion:

**H8:** ICC of moderates the relationship between PEB and SME performance.

### 3.0. Methodology

This research employed a quantitative methodology for data collection. The data was collected from students and faculty at Indonesian higher education institutions. The researcher briefed respondents on the objective and scope of the study. Utilizing a survey questionnaire, data were collected using a survey-based methodology. The questionnaire has two components. In the first component, demographic information is obtained from respondents. In the second step, questions about the structure of the study were posed. Using a questionnaire using a five-point Likert scale, responses were collected from respondents. The collection of data employed a straightforward random sampling technique. The data was collected from 570 randomly selected respondents using a random sampling technique.



AMOS was used to evaluate hypotheses in structural equation modeling.

### 3.1. Questionnaire Designing

The researcher prepared the questionnaire on a five-point Likert scale. This sort of questionnaire is regarded as dependable and trustworthy for collecting data from a wide population; hence, it has significant statistical power, and certified models are available as survey-based methodology is essential for collecting data easily and efficiently. Because information collected with this method is simple and rapid. Therefore, the researcher collected data using the same method. The researchers employed reliable and valid scales in the present study.

**LO:** Rapid technological and scientific progress necessitates that learners be well-equipped to study efficiently, intelligently, and effectively. Sporadically, the issue arises: what are the features of more or less successful learning for those with a wide range of learning abilities? Developing a research-based, best practice framework that includes planning, teaching, and learning methodologies is vital. Shehzadi et al. (2021) state that the learning cycle is theoretical without biological. Consequently, measuring psychological constructs must be based on emerging or validated biological models. These models will assist the researcher in isolating brain activity, including input, processing, and response (primary sources of learning deviations). The second objective is to assess underlying psychological elements and relationships. The final aim is to examine the cumulative effect of specific components (e.g., conative, emotional, cognitive, and social factors) on enhanced learning and performance. Due to the topic's sensitivity, the researcher utilized the eight-item scale produced by Ramdass (2009), which has a reliability of 0.86 and a validity of 0.92.

**EO:** The entrepreneurial process and activities are a measure of economic growth. Kock and Guillén (2001) proposed for the first time to seize chances. Entrepreneurs must pursue change revolution and respond in novel ways. The behavior and cognitive processes are the foundation for the entrepreneurial decision-making process that adopts a demanding management style. The underlying financing and resources are the same for all entrepreneurs, but organizational culture, risk-taking attitude, and managerial styles vary from individual to individual and organization to organization. In the present study, the researcher measured entrepreneurial orientation using an 11-item scale established by Covin and Wales (2012) based on a five-point Likert scale with a 0.89 reliability and 0.95 validity.

**MO:** The Atuahene-Gima (1995) instrument is based on information. This scale comprises six elements that provide information on multiple market factors. Four items pertain to market orientation tactics, while three pertain to customer reaction to market orientation. The link between company prosperity and market orientation is an essential aspect of prosperity. She has three items based on consumer orientation, 10 of which is market orientation excluding elements such as competitor orientation. Lado, Maydeu-Olivares, and Rivera (1998) propose an alternative measure of market orientation: the degree of information usage about stakeholders and implementation of strategic initiatives. This strategy comprises nine components, including gathering information about customers, competitors, distributors, and the surrounding environment. With a 36-item scale based on a 10-point Likert scale, the instrument was dubbed MOS. This study employed the eight-item

measure created by Lado et al. (1998). Respondent responses were recorded using a five-point Likert scale by researchers. Previous studies have demonstrated the reliability and validity of the scale mentioned above.

Individual activity is made to mitigate human activities' harmful influence on the natural environment. Multiple self-reported pro-environmental actions lack a defined measuring instrument. Tullo et al. (2022) found that, of the forty studies of PEB he examined, forty-two utilized a unique behavioral measure. After that, he created his own PEB measurement scale. In subsequent studies, 24-item scales tied to natural scales were used. Markle (2013) developed a 19-item measure based on the influence of conduct on the environment.

De Leeuw et al. (2015) created a 13-item scale to measure the behavior of teenagers in school and at home. In numerous investigations, researchers employed a combination of PEB scales to construct a new scale for their study, as described by Kock and Guillén (2001).

According to Trelohan (2022), four values were identified as significant PEB antecedents. These four values are practically significant in deciding pro-environmental conduct, e.g., caring for nature (biospheric), protecting and promoting individual resources (self-centered), focusing on the well-being of others (altruistic), and pleasure-seeking (hedonistic) (hedonic).

**Technology-based SMEs Performance:** Trelohan (2022) proposed the dimensions of proactive, innovative, competition aggressiveness, risk-taking, and autonomy. The current study utilized the nine items scale used by Atuahene-Gima (1995), having good reliability and validity in previous research.

Lado et al. (1998) explained ICC by focusing on "How are people able to understand one another when they do not share the same cultural experiences? "Intercultural communication of documentary measured with three items scale developed by (Atuahene-Gima, 1995) having good reliability and validity.

### 3.2. Data Collection Process

This section presents a comprehensive data collection process. The employees of technology-based SMEs in Indonesia were the target population of the current study. A simple random sampling technique was applied to select respondents from the target population. The questionnaire was distributed to 1000 respondents of SMEs working at the top and middle levels of the organization. This technique was adopted to capture a proper response from the respondents. Initially, the researcher explained the questionnaire briefly to the respondents. To completely comprehend the questions, respondents were allowed to freely ask the questions regarding the questionnaire. 600 questionnaires were received back out of 1000, and after removing the missing value and outliers, 570 questionnaires were considered appropriate for the final analysis.

## 4.0. Findings

### 4.1. Respondents' Demographic

This study's respondents were the employees of technology-based small and medium-sized enterprises (SMEs) in Indonesia. In the current study, 56.1% of the 570

respondents were male, while 43.9% were female. Male and female respondents represented a variety of industries, including services, manufacturing, handicrafts and boutiques, and manufacturing firms. 63.1% of respondents were linked with the manufacturing sector, while 36.9% were affiliated with the service sector, such as fast food restaurants, beauty salons, and bookstores. Similarly, 30% of small and medium-sized enterprises have a history of between 10 and 15 years. 21 percent of SMEs were founded between 15 and 20 years ago. 17.9% were formed between 20 and 25 years, and 22.0% were between 25 and 30. Furthermore, 10.1% were founded within the past decade. Regarding the level of engagement, 30% exhibit a high level of involvement, 45% a moderate level of engagement, and 25% a low level of engagement. 21% of the respondents were between the ages of 15 and 25. 31% of the workforce was between the ages of 25 and 35. 26.3% of respondents were between the ages of 35 and 45. At the same time, 21% of respondents were beyond 45.

**Table 1**

Respondents' Demographic

Variable	Categories	Frequency	Percentage
Gender	Male	320	56.1
	Female	250	43.9
Age	15-25 years	120	21.0
	25- 35years	180	31.6
	35-45 years	150	26.3
	> 45year	120	21.0
Sectors	manufacturing	360	63.1
	service	210	36.8
Level of engagement	High	171	30
	Moderate	257	45
	Low	142	25
Age of SMEs	Below 10 Years	56	10.1
	10 to 15 years	171	30
	15 to 20 years	120	21
	20 to 25 years	102	17.9
	More than 25 years	126	22

#### 4.2. Reliability, Validity, and Measurement Model Tests

The construct's convergent validity was evaluated based on the criteria proposed by Hair, Gabriel, and Patel (2014). According to this criterion, each component must have a factor loading of at least 0.60 to be included in the analysis. Second, the composite dependability of each variable must be larger than 0.70. AVE should also have a value



**Table 2**  
*factor Loadings Reliability, Convergent Validity*

	Scale Items	Loading	AVE	CR	Cronbach's $\alpha$
Entrepreneurship Orientation (EO)	EO1	0.677	0.68	0.89	0.88
	EO2	0.677			
	EO3	0.623			
	EO4	0.655			
	EO5	0.701			
	EO6	0.721			
	EO7	0.649			
	EO8	0.691			
	EO9	0.705			
	EO10	0.727			
	EO11	0.649			
Learning Orientation (LO)	LO1	0.679	0.61	0.87	0.82
	LO2	0.752			
	LO3	0.752			
	LO4	0.728			
	LO5	0.702			
	LO6	0.710			
	LO7	0.753			
Market Orientation (MO)	MO1	0.740	0.53	0.76	0.77
	MO2	0.746			
	MO3	0.785			
	MO4	0.707			
	MO5	0.774			
	MO6	0.717			
	MO7	0.715			
Pro-Environmental Behavior (PEB)	PEB1	0.685	0.52	0.79	0.79
	PEB2	0.641			
	PEB3	0.621			
	PEB4	0.761			
Technology-Based SMS (TBS)	TBS1	0.705	0.64	0.93	0.85
	TBS2	0.611			
	TBS4	0.644			
	TBS5	0.678			
	TBS9	0.666			
	TBS7	0.695			
	TBS8	0.624			
	TBS6	0.758			
	TBS3	0.709			
Intercultural Communication of Documentary (ICC)	ICC1	0.890	0.58	0.83	0.81
	ICC2	0.789			
	ICC3	0.678			

Researchers have examined multicollinearity using the value of tolerance and variance inflationary factor (VIF). For the absence of multicollinearity, VIF must be less than 10. In the present study, the range of VIF values is between 1.005 and 1.603, while the acceptable tolerance range is between 0.861 and 0.995. According to Hair et al. (2019), multicollinearity does not affect the data. To show discriminant validity, the table reveals that three values of AVE (on the diagonal) are more than the squared correlation. This demonstrates the existence of discriminant validity.

**Table 3***Discriminant Validity*

	1	2	3	4	5	6
EO	0.68					
LO	0.13**	0.61				
MO	0.21**	0.02**	0.53			
PEB	0.04**	0.06**	0.16*	0.52		
ICC	0.08**	0.09**	0.11**	0.08**	0.64	
TBS	0.24	0.19**	0.07**	0.14**	0.05**	0.58

Note: Correlations Significance: † p < 0.100; \* p < 0.050; \*\* p < 0.010; \*\*\* p < 0.001

The squared correlation value of AVE on the diagonal is higher than the values of squared correlations.

**4.3. Structural Equation Modeling (SEM)**

After establishing convergent and discriminant validity, the causal model was evaluated. The subsequent step is to validate the causal model. The SEM (structural equation model) was initially applied to the fundamental model. One factor CFA yielded a model with a low fit. The researcher followed the advice of Hair et al. (2019) and retested the model by assigning the items to their respective constructs to obtain a model with a good fit. Initial and re-estimated model fitness is shown in Table (4). The results indicate that the amended model fits well with the subsequent study.

**Table 4***Measurement model fitness values*

CFA Indicator	Threshold Value	Initial model	Modified model
CMIN/DF	≤3	4.24	0.94
GFI	≥0.80	0.48	0.87
NFI	≥0.23	0.38	0.98
TLI	≥0.90	0.54	0.96
AGFI	≥0.80	0.68	0.89
CFI	≥0.90	0.66	0.93
IFI	≥0.90	0.55	0.98
RMSEA	≤0.08	0.18	0.03
PCLOSE	>.05	0.01	0.88

4.4. Hypothesis testing

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At first, the researcher tested the direct effects of the proposed model. As shown in figure 3.

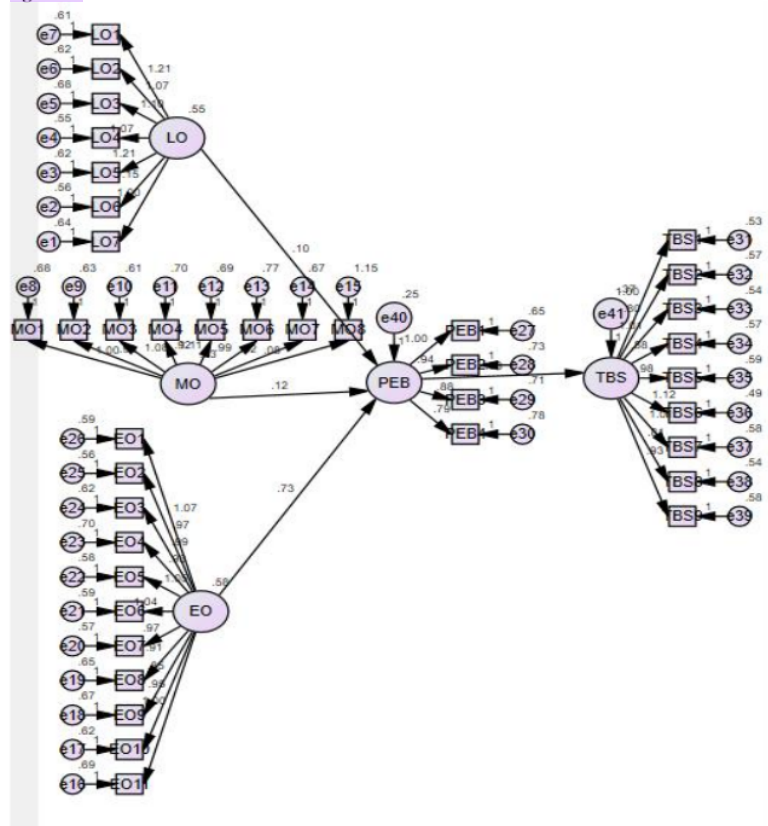


Figure 3: Structural Equation Model

According to the proposed model, the first hypothesis was the effect of LO on pro-environmental behavior. The estimation shows a significant positive impact of LO on PEB ( $\beta=0.109$  at  $p < 0.001$ ). The second hypothesis demonstrates the direct effect of MO on pro-environmental behavior, and the results supported the hypothesis. There is a significant positive effect of MO on the PEB ( $\beta=0.121$  at  $p < 0.001$ ). The third hypothesis states the direct positive impact of entrepreneurial orientation on pro-environment behavior. The result supported the hypothesis, i.e., the effect of EO on PEB is

significantly positive ( $\beta=0.731$  at  $p < 0.001$ ). The next hypothesis is about the direct impact of pro-environmental behavior on technological-based SMEs. The data supported the hypothesized relationship, and there is a significant positive effect of PEB on TBS ( $\beta=0.733$  at  $p < 0.001$ ). Table 5 shows all the results of the direct hypothesis.

**Table 5**

Direct Path Effect Coefficients

Hypothesis	Path	( $\beta$ )	Standard error	t Statistics	p-value
H1	LO--> PEB	0.109***	0.036	12.357	0.000
H2	MO --> PEB	0.121***	0.042	10.166	0.000
H3	EO --> PEB	0.731***	0.029	3.431	0.000
H4	PEB-->TBS	0.733***	0.016	9.435	0.000
H5	LO--> TBS(PEB)	0.079***	0.034	11.089	0.000
H6	MO --> TBS(PEB)	0.088***	0.027	6.654	0.000
H7	EO --> TBS(PEB)	0.535***	0.018	11.373	0.000
H8	ICC_x_PEB--> TBS	0.301***	0.028	4.545	0.000

Lo= Learning Orientation EO=Entrepreneur Orientation; MO= Market Orientation; PEB= Pro-Environmental Behavior; TBS= Technology Based SMEs; ICC= Intercultural communication

Moreover, it is hypothesized that PEB mediates the relationship between LO and TBS. Data supported the hypothesis, and the indirect effect of LO on TBS via PEB is significantly positive ( $\beta=0.097$  at  $p < 0.001$ ). The sixth hypothesis is about the mediation of PEB between MO and TBS. The results demonstrate the significant positive effect of MO on TBS via PEB (i.e.,  $\beta=0.088$  at  $p < 0.001$ ).

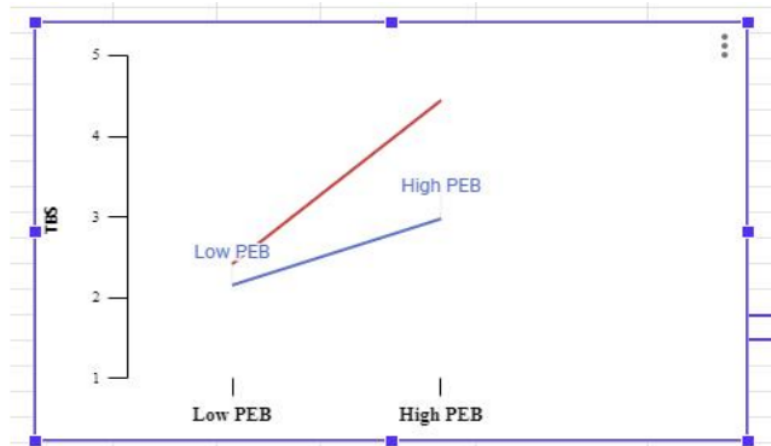


Figure 4 Moderation Results (H8)

The indirect effect of EO on TBS is also significant. PEB significantly mediates the



relationship between EO and TBS, i.e., ( $\beta=0.535$  at  $p < 0.001$ ). Additionally, results show that the intercultural communication of documentary significantly positively moderates the effect of PEB on TBS ( $\beta = 0.301$ ,  $t = 4.545$ ); therefore, hypotheses 5, 6, 7, and 8 are accepted Figures 3, 4

### 5.0. Discussion

The research findings on the relationship between strategic orientations and technology entrepreneurship, with PEB serving as a mediator and Indonesian Wetland Ecological Citizen intercultural communication serving as a moderator, provide insights into the complex interplay of various factors that contribute to the success of small and medium-sized enterprises (SMEs). According to the research, SMEs' success is significantly influenced by a company's strategic direction, notably its EO function.

According to the study's findings, PEB serves as a sort of mediator between the EO of a firm and the company's performance. This suggests that the degree of PEB exhibited by a corporation can impact the relationship between its EO and performance. In other words, organizations with both a strong EO and PEB likely have greater financial success than those without one or the other.

The study also revealed that intercultural communication functions as a moderator between the levels of performance exhibited by PEBs and SMEs. This suggests that the extent employees can communicate successfully across cultural boundaries can influence the association between PEB and SME performance. Businesses with high intercultural communication skills and who demonstrate PEB likely to do better than those without these attributes. These findings are consistent with the resource-based perspective of the firm, which holds that a company's resources, especially its human resources, are crucial to its success. This position is confirmed by the study's findings, which indicated that both PEB and intercultural communication, which are forms of human resources, play significant roles in determining the amount of success achieved by SMEs.

In conclusion, the research findings provide substantial new insights into the relationships between SME performance and strategic orientation, PEB, and intercultural communication. The results corroborate the resource-based view of the company while also emphasizing the importance of PEB and intercultural communication to the success of SMEs. Businesses that adopt a strategic approach emphasizing entrepreneurship, PEB, and intercultural communication are likely to perform better and enjoy more longevity.

### 6.0. Limitations

It is essential to consider the study's limitations while assessing the results.

- The research was conducted within a specific cultural context (that of the Indonesian Wetland Ecological Citizen). Hence its conclusions may not apply to other cultural or geographical contexts. Probably, the study's findings cannot be directly applied to different cultures or regions due to differences in cultural norms, values, and beliefs in such cultures and regions.
- The research also relied on self-reported data, which may have been biased or

- contain 5 mistakes. This could affect the reliability of the findings. 51
- Third, the research was conducted with a representative sample of small and medium-sized firms (SMEs) in the technology industry; therefore, the findings may not apply to SMEs in other industries or sectors.

### 7.0 Implications 38

Despite these limitations, the study has several important implications for policymakers and real practitioners. In addition to supporting a resource-based interpretation of the company, the findings underscore the importance of PEB and intercultural communication to the success of SMEs. Businesses that adopt a strategic approach emphasizing entrepreneurship, PEB, and intercultural communication are likely to perform better and achieve greater longevity.

The outcomes of this study demonstrate the significance of businesses considering the cultural milieu in which they operate and offering opportunities for employees to enhance their intercultural communication abilities. This is of the utmost importance in today's more globalized economy, as companies are increasingly involved in several countries and regions.

### 8.0 Future Directions 16

The findings 41 this study can serve as a foundation for future research, which can build on them by expanding the scope of the analysis to include different cultural contexts and by considering additional dimensions of strategic orientation and other factors that may influence the performance of SMEs. This study's findings provide a foundation for further research into the relationships between strategic direction, PEB, and intercultural communication and the success of SMEs.

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# Strategic orientation and technology entrepreneurship: The mediating role of pro-environment behavior and the moderating role of intercultural communication among Indonesian Wetland Ecological

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