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Green Innovation and Entrepreneurial Orientation as Strategies for Building Competitive Advantage and Sustainable Performance in the Creative Industry

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Abstract. Creative industries face increasing challenges in maintaining competitiveness while integrating innovation and sustainability strategies. This study aims to examine the role of green innovation and entrepreneurial orientation in improving sustainable performance through competitive advantage as a mediating mechanism. A quantitative explanatory research approach was applied involving creative industry business owners and managers selected through purposive sampling. Data were collected using a five-point Likert-scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to evaluate the measurement and structural models. The findings indicate that green innovation and entrepreneurial orientation contribute positively to competitive advantage and sustainable performance. Furthermore, competitive advantage plays an important mediating role in transforming strategic capabilities into sustainable business outcomes. These results highlight that environmentally responsible innovation and entrepreneurial capabilities can become valuable resources for creative industry firms to achieve long-term competitiveness. This study contributes to the development of sustainability and entrepreneurship literature by demonstrating how innovation-oriented strategies and internal capabilities support sustainable performance in dynamic business environments.

Keywords: Competitive Advantage; Creative Industry; Entrepreneurial Orientation; Green Innovation; Sustainable Performance.

1. INTRODUCTION

Creative industries face increasing challenges in maintaining competitiveness while adapting to innovation demands and environmental sustainability pressures. Changes in consumer preferences, technological development, and growing awareness of responsible business practices require firms to develop strategic capabilities that support continuous innovation and market adaptation. In this context, innovation capability and competitiveness become essential factors that encourage organizations to strengthen entrepreneurial behavior and improve business performance in dynamic environments (Lee et al., 2019).

Green innovation has emerged as an important strategy for integrating economic objectives with environmental responsibility. Through the development of environmentally friendly products, processes, and organizational practices, firms can improve resource efficiency, strengthen market differentiation, and achieve sustainable competitive advantages. Green innovation enables organizations to balance economic efficiency and environmental protection while responding to stakeholder expectations (Marco-Lajara et al., 2023). Furthermore, collaboration with external partners can enhance knowledge sharing and accelerate the development of green products and innovation outcomes (Melander, 2018).

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Entrepreneurial orientation is an important strategic capability that supports innovation and organizational adaptability. It is characterized by innovativeness, proactiveness, and risk-taking behavior, which enable firms to recognize opportunities, develop creative solutions, and respond effectively to market changes. Bedoya Villa and Arango Alzate (2017) emphasized that entrepreneurial orientation is closely related to organizational resources and capabilities that encourage innovation development. Furthermore, empirical evidence indicates that entrepreneurial orientation contributes to improved business performance by strengthening strategic responsiveness and the ability to exploit market opportunities (Herlinawati et al., 2019). This orientation also encourages firms to integrate innovation activities into their business strategies, allowing them to enhance competitiveness and achieve better performance outcomes (Taan et al., 2023).

Competitive advantage plays a critical role in transforming green innovation and entrepreneurial orientation into sustainable performance outcomes. Firms that successfully combine environmental strategies and entrepreneurial capabilities can develop unique resources and capabilities that enhance their market position. Research indicates that green entrepreneurial orientation, supported by innovation and organizational learning, contributes to sustainable competitive advantage and improved sustainability performance (Pratono et al., 2019; Coelho et al., 2024).

Although previous studies have examined green innovation, entrepreneurial orientation, and sustainability outcomes, research integrating these constructs within creative industries remains limited. Most existing studies focus on manufacturing and service sectors, while creative industries have distinct characteristics based on creativity, knowledge resources, and rapid innovation processes. Therefore, this study aims to examine the role of green innovation and entrepreneurial orientation in improving sustainable performance through competitive advantage as a mediating mechanism. The findings are expected to contribute to sustainability and entrepreneurship literature while providing practical insights for creative industries in developing innovation-driven and environmentally responsible strategies.

2. LITERATURE REVIEW

Green Innovation

Green innovation represents a strategic approach that integrates environmental responsibility with business development through the creation of environmentally friendly products, processes, and organizational practices. This concept emphasizes the ability of firms to reduce environmental impacts while maintaining economic value creation and responding

to increasing stakeholder demands for sustainability. Green innovation has become an important component of sustainable business strategies because it enables organizations to balance economic growth with environmental stewardship (Marco-Lajara et al., 2023). Furthermore, green innovation is considered a strategic capability that supports long-term business viability by improving resource efficiency, strengthening environmental performance, and creating new opportunities for competitive differentiation (Martínez-Falcó et al., 2024).

The implementation of green innovation includes several dimensions, such as green product innovation, green process innovation, and organizational innovation. These dimensions contribute to improving environmental outcomes while simultaneously enhancing operational efficiency and market competitiveness. Empirical studies indicate that firms implementing green innovation strategies are more likely to achieve better performance outcomes because they can respond to environmental challenges and changing market expectations (Mukhopadhyay & Nayak, 2024). In the context of small and medium enterprises, green innovation also plays an important role in supporting sustainable business models by combining technological development, environmental protection, and economic benefits (Rahman & Shah, 2023). Therefore, green innovation is not only an environmental initiative but also a strategic capability that strengthens organizational sustainability.

Entrepreneurial Orientation

Entrepreneurial orientation (EO) refers to a firm's strategic posture that reflects its willingness to innovate, proactively pursue opportunities, and take calculated risks to achieve organizational objectives. EO is commonly characterized by three main dimensions: innovativeness, proactiveness, and risk-taking, although some studies also incorporate autonomy and competitive aggressiveness as additional dimensions. Through these characteristics, entrepreneurial-oriented firms are able to identify emerging opportunities, develop innovative solutions, and adapt to changing business environments (Maldonado Guzmán et al., 2016).

Previous studies have demonstrated that entrepreneurial orientation has an important role in improving organizational performance by encouraging innovation activities and strengthening strategic responsiveness. Herlinawati et al. (2019) found that entrepreneurial orientation contributes positively to SME performance by enhancing firms' ability to respond to market opportunities. Similarly, Lee et al. (2019) emphasized that innovation capability and competitiveness are closely associated with entrepreneurial orientation, particularly in supporting business performance. However, the relationship between EO and performance may vary depending on organizational conditions, environmental uncertainty, and supporting

capabilities (Andrade-Valbuena & Llanos-Herrera, 2022). Therefore, entrepreneurial orientation should be viewed as a strategic capability whose effectiveness depends on how firms utilize internal resources and external opportunities.

Competitive Advantage

Competitive advantage refers to a firm's ability to achieve superior performance compared with competitors through the effective utilization of unique resources and organizational capabilities. Based on the Resource-Based View (RBV), competitive advantage emerges when firms possess valuable, rare, difficult-to-imitate, and non-substitutable resources that enable them to create differentiated value (Münter, 2025). The RBV perspective highlights that internal capabilities, including innovation capability, knowledge resources, and strategic orientation, are fundamental sources of sustained competitive advantage (Holz, 2025).

Green innovation and entrepreneurial orientation represent important strategic resources that can strengthen competitive advantage. Firms that successfully integrate environmental innovation with entrepreneurial capabilities are better positioned to develop unique products, improve operational efficiency, and respond to market changes. Green innovation provides opportunities for differentiation through sustainable products and processes, while entrepreneurial orientation encourages continuous exploration and strategic renewal. Previous research confirms that green innovation and entrepreneurial strategies contribute to sustainable competitive advantage by strengthening organizational capabilities and market positioning (Marco-Lajara et al., 2023; Pratono et al., 2019). Thus, competitive advantage acts as a mechanism that transforms strategic resources into superior organizational outcomes.

Sustainable Performance

Sustainable performance represents a multidimensional concept that integrates economic, environmental, and social outcomes to ensure long-term organizational success. Unlike traditional performance measures that focus primarily on financial outcomes, sustainable performance considers the ability of firms to create value while maintaining environmental responsibility and stakeholder satisfaction. The increasing attention toward sustainable performance reflects the growing importance of balancing profitability, ecological preservation, and social responsibility in contemporary business environments (Bota-Avram, 2023).

Achieving sustainable performance requires firms to develop strategic capabilities that support innovation, adaptability, and responsible resource utilization. Green innovation contributes to sustainable performance by reducing environmental impacts and improving

resource efficiency, while entrepreneurial orientation supports organizational flexibility and opportunity recognition. Research indicates that firms adopting sustainability-oriented strategies are more capable of achieving long-term competitiveness and resilience in changing markets (Mukhopadhyay & Nayak, 2024). Therefore, sustainable performance can be considered the ultimate outcome of effective integration between innovation capability, entrepreneurial behavior, and strategic resource management.

Resource-Based View (RBV) and Natural Resource-Based View (NRBV)

The Resource-Based View (RBV) provides a theoretical foundation for explaining how firms achieve competitive advantage through the management of internal resources and capabilities. According to RBV, organizations can sustain superior performance when they possess resources that are valuable, rare, difficult to imitate, and strategically relevant. These resources may include technological capabilities, knowledge assets, innovation capabilities, and managerial competencies that support organizational development (Münter, 2025).

The Natural Resource-Based View (NRBV) extends the RBV perspective by incorporating environmental considerations into strategic management. NRBV argues that environmental capabilities, such as green innovation and sustainable practices, can become strategic resources that generate competitive advantages. From this perspective, sustainability is not merely a compliance requirement but a source of organizational differentiation and long-term value creation. Green innovation provides firms with the ability to develop environmentally responsible solutions while maintaining competitiveness (Rahman & Shah, 2023). Therefore, RBV and NRBV provide a comprehensive theoretical explanation of how entrepreneurial orientation and green innovation contribute to competitive advantage and sustainable performance.

Previous Studies and Conceptual Framework

Previous research consistently demonstrates that entrepreneurial orientation and green innovation are important antecedents of business performance and competitive advantage. Entrepreneurial orientation enhances firms' ability to innovate, recognize opportunities, and respond to environmental changes, while green innovation supports sustainability through environmentally responsible products and processes. However, the strength of these relationships may depend on contextual factors, organizational capabilities, and relational mechanisms (Nuryakin, 2021; Yaacob et al., 2020).

Based on the RBV and NRBV perspectives, this study proposes that green innovation and entrepreneurial orientation function as strategic resources that influence sustainable performance through competitive advantage. Green innovation provides environmental

capabilities, while entrepreneurial orientation strengthens innovation behavior and strategic adaptability. These capabilities enable firms to achieve competitive advantages that ultimately contribute to sustainable performance. Therefore, the conceptual framework positions competitive advantage as a mediating mechanism connecting strategic capabilities with sustainability outcomes.

3. METHODOLOGY

This study employed a quantitative explanatory research approach involving 150 creative industry business owners and managers as respondents. The respondents were selected using purposive sampling based on criteria of active involvement in business management, knowledge of organizational innovation practices, and experience in implementing business strategies. Data were collected through a structured questionnaire using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire measured four main constructs: green innovation, entrepreneurial orientation, competitive advantage, and sustainable performance. Green innovation was measured through environmentally oriented products, processes, and organizational practices, while entrepreneurial orientation included innovativeness, proactiveness, and risk-taking dimensions. Competitive advantage was assessed through differentiation and strategic capability indicators, whereas sustainable performance covered economic, environmental, and social outcomes.

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The analysis was conducted by evaluating the outer model to assess reliability and validity through factor loadings, Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). The inner model evaluation was performed to examine the structural relationships among constructs using path coefficients, coefficient of determination (R^2), and bootstrapping procedures. Furthermore, direct and indirect effect analyses were conducted to test the influence of green innovation and entrepreneurial orientation on sustainable performance, while competitive advantage was examined as a mediating variable in strengthening the relationship between strategic capabilities and sustainable business outcomes.

4. RESULTS AND DISCUSSION

Results

Measurement Model Evaluation

The measurement model was initially evaluated to confirm the reliability and validity of the constructs before examining the structural relationships. The assessment involved indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. The results showed that all measurement indicators achieved outer loading values above the recommended threshold of 0.70, indicating that each indicator adequately represented its corresponding construct. Furthermore, Cronbach's alpha and composite reliability values for green innovation, entrepreneurial orientation, competitive advantage, and sustainable performance exceeded the acceptable level of 0.70, demonstrating satisfactory internal consistency.

The convergent validity assessment showed that all constructs obtained Average Variance Extracted (AVE) values above 0.50, confirming that the indicators sufficiently explained the variance of their respective constructs. Discriminant validity analysis using the Heterotrait-Monotrait Ratio (HTMT) also indicated acceptable values, confirming that each construct represented a distinct concept. Therefore, the measurement model was considered reliable and valid for further structural model analysis.

Table 1. Reliability and Validity Assessment

Construct	Cronbach's Alpha	Composite Reliability	AVE
Green Innovation	0.872	0.910	0.671
Entrepreneurial Orientation	0.858	0.899	0.642
Competitive Advantage	0.884	0.916	0.688
Sustainable Performance	0.891	0.921	0.701

The findings confirm that the measurement instruments adequately capture the strategic capabilities and performance dimensions examined in creative industry firms.

Structural Model Evaluation

The structural model evaluation was conducted to examine the predictive capability and relationships among the research constructs. The assessment included coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing through bootstrapping analysis.

The results indicated that green innovation and entrepreneurial orientation explained 48% of the variance in competitive advantage ($R^2 = 0.480$). This finding demonstrates that innovation-oriented environmental practices and entrepreneurial capabilities represent important strategic resources that contribute to strengthening competitive positioning.

Furthermore, competitive advantage, together with green innovation and entrepreneurial orientation, explained 57% of the variance in sustainable performance ($R^2 = 0.570$), indicating that the proposed model provides substantial explanatory power.

The predictive relevance assessment showed that the Q^2 values for competitive advantage and sustainable performance were above zero, confirming that the model has adequate predictive capability. Additionally, the effect size analysis indicated that competitive advantage had the strongest contribution toward sustainable performance, followed by green innovation and entrepreneurial orientation.

Table 2. Structural Model Evaluation

Endogenous Construct	R^2	Q^2	Interpretation
Competitive Advantage	0.480	0.291	Moderate predictive power
Sustainable Performance	0.570	0.354	Substantial predictive power

Direct Effect Analysis

The hypothesis testing results demonstrated that green innovation had a positive and significant effect on competitive advantage ($\beta = 0.38$, $t = 5.214$, $p < 0.001$). This result indicates that creative industry firms implementing environmentally responsible products, processes, and organizational practices are more capable of creating differentiation and strengthening their competitive position. Green innovation provides strategic value by enabling firms to respond to sustainability demands while developing unique market offerings.

Entrepreneurial orientation also showed a positive and significant effect on competitive advantage ($\beta = 0.35$, $t = 4.876$, $p < 0.001$). This finding confirms that firms with strong innovativeness, proactiveness, and risk-taking capabilities are better prepared to identify market opportunities and adapt to changes in creative industry environments. Entrepreneurial orientation enables firms to continuously explore new ideas and develop strategic responses that enhance competitiveness.

Furthermore, competitive advantage significantly influenced sustainable performance ($\beta = 0.42$, $t = 6.032$, $p < 0.001$). This result suggests that superior market positioning, differentiation capability, and unique organizational resources allow creative industry firms to achieve better economic, environmental, and social outcomes.

Table 3. Direct Effect Testing

Relationship	β	t-value	p-value	Result
Green Innovation → Competitive Advantage	0.38	5.214	<0.001	Supported
Entrepreneurial Orientation → Competitive Advantage	0.35	4.876	<0.001	Supported
Competitive Advantage → Sustainable Performance	0.42	6.032	<0.001	Supported
Green Innovation → Sustainable Performance	0.21	2.945	0.003	Supported
Entrepreneurial Orientation → Sustainable Performance	0.24	3.218	0.001	Supported

Mediation Effect of Competitive Advantage

The mediation analysis was conducted to examine whether competitive advantage functions as a mechanism connecting green innovation and entrepreneurial orientation with sustainable performance. The results revealed that competitive advantage significantly mediated the relationship between green innovation and sustainable performance ($\beta = 0.16$, $p < 0.01$). This finding indicates that green innovation creates stronger sustainability outcomes when firms successfully transform environmental capabilities into competitive market advantages.

Similarly, competitive advantage significantly mediated the relationship between entrepreneurial orientation and sustainable performance ($\beta = 0.15$, $p < 0.01$). This result demonstrates that entrepreneurial-oriented firms achieve sustainable performance not only through innovation activities but also through their ability to build strategic advantages in competitive markets.

Table 4. Mediation Analysis

Indirect Relationship	β	p-value	Mediation Result
Green Innovation → Competitive Advantage → Sustainable Performance	0.16	<0.01	Supported
Entrepreneurial Orientation → Competitive Advantage → Sustainable Performance	0.15	<0.01	Supported

Discussion

The findings demonstrate that green innovation and entrepreneurial orientation are important strategic capabilities for developing competitive advantage and sustainable performance in creative industries. The significant effect of green innovation on competitive advantage supports the Natural Resource-Based View (NRBV), which argues that environmental capabilities can become strategic resources that generate long-term value. Creative industry firms that integrate sustainability principles into product development and operational processes can create differentiated offerings, improve efficiency, and strengthen customer trust.

The influence of entrepreneurial orientation on competitive advantage supports the Resource-Based View (RBV), which emphasizes that unique internal capabilities are important sources of sustainable competitive advantage. In creative industries characterized by rapid changes in consumer preferences and intense competition, firms require proactive strategies, innovation capability, and willingness to take risks to maintain market relevance. Therefore, entrepreneurial orientation becomes a critical capability that enables firms to transform creativity and market opportunities into competitive value.

The significant mediation effect of competitive advantage confirms that innovation capabilities alone are insufficient to guarantee sustainable performance. Instead, firms need to convert these capabilities into strategic advantages through differentiation, market positioning, and organizational uniqueness. This finding reinforces the RBV and NRBV perspectives, where internal capabilities and environmentally responsible practices become valuable strategic assets.

Overall, this study confirms that creative industry firms can achieve sustainable performance by integrating green innovation and entrepreneurial orientation as complementary strategies. Green innovation provides environmental and operational capabilities, while entrepreneurial orientation strengthens adaptability and opportunity recognition. Through competitive advantage, these capabilities are transformed into sustainable economic, environmental, and social outcomes.

5. CONCLUSION AND RECOMMENDATIONS

Conclusions

This study concludes that green innovation and entrepreneurial orientation are key strategic factors in strengthening competitive advantage and sustainable performance in the creative industry. Green innovation supports firms in developing environmentally responsible products and processes, while entrepreneurial orientation enhances adaptability, innovation capability, and market responsiveness. Competitive advantage plays an important role in connecting these capabilities with sustainable performance by enabling firms to create unique value and maintain long-term competitiveness. The findings support the RBV and NRBV perspectives that organizational capabilities and sustainability-oriented strategies can become valuable resources for achieving superior performance.

Recommendations

Creative industry firms are encouraged to strengthen green innovation practices and entrepreneurial orientation to improve competitiveness and sustainability outcomes. Business owners should focus on developing innovative products, adopting sustainable processes, and building proactive strategies to respond to market changes. Future research may include additional variables, broader creative industry sectors, and larger samples to provide deeper insights into the factors influencing sustainable performance.

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