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The Effect of Sustainable Production, Green Intellectual Capital, and Green Technology Innovation on Sustainable Finance with Green Strategic Management as a Moderating Variable

Sebastianus Laurens¹, Khomsiyah², Titik Aryati³

¹Trisakti University, Jakarta, Indonesia, sebastianus221021914017@std.trisakti.ac.id

²Trisakti University, Jakarta, Indonesia

³Trisakti University, Jakarta, Indonesia

Corresponding Author: sebastianus221021914017@std.trisakti.ac.id¹

Abstract: This study aims to examine the effects of sustainable production, green intellectual capital, and green technological innovation on sustainable finance, as well as the moderating role of green strategic management in these relationships. A total of 352 respondents from production companies in Indonesia were randomly selected and participated by completing the questionnaires. Each indicator item in each variable was assessed using an interval scale. The results show positive relationships between sustainable production, green intellectual capital, and green technological innovation with sustainable finance. The positive correlation between sustainable production and sustainable finance can be strengthened by green strategic management. However, green strategic management does not strengthen the relationship between green intellectual capital and sustainable finance, nor between green technological innovation and sustainable finance. This study has implications for production companies in Indonesia that are trying to implement environmentally friendly processes to reduce corporate risk. Innovation and guidance can be implemented for companies that are just starting sustainable production and towards achieving sustainable finance.

Keywords: Sustainable Production, Green Intellectual Capital, Green Technological Innovation, Sustainable Finance, Green Strategic Management

INTRODUCTION

The financial sector plays an important role as a driver of sustainability, so long-term financial management with consistent principles is needed (Ziolo et al., 2019; 2021). The Indonesian government, together with regulators and companies, has proactively adopted sustainability principles through environmental, social, and governance frameworks. Indonesia has committed to reducing greenhouse gas emissions as stated in the Nationally Determined Contribution (NDC), which was ratified through Law No. 16 of 2016. Indonesia's commitment to protecting the environment is also concretely manifested in the financial sector through a sustainable finance roadmap introduced in December 2014 and with the issuance of OJK regulation No. 51 / POJK.03 / 2017 on July 27, 2017 concerning the implementation of sustainable finance (SF) in Indonesia. The existence of OJK regulation No. 51 / 2017

encourages companies to support sustainable economic growth by balancing economic, social and environmental aspects. This sustainable contribution is reflected in the sustainability report to strengthen the Company's reputation in the eyes of the public and gain recognition for the company's environmental performance (Radhouane et al., 2018).

Malek & Desai's (2019) research shows that there is a positive relationship between sustainable production (SP) and company performance. Based on previous research, this study aims to improve the SP model that not only focuses on the environment but also considers the company's competitiveness. There are three factors that make this study important. First, Malek & Desai's (2019) model with the context of India is considered less relevant in Indonesia. In India, the service industry contributes 50% and the production industry contributes 18-20% of India's GDP. In Indonesia, the production industry actually contributes 30%-50% of Indonesia's GDP, with its mainstay sectors being automotive, petrochemicals and agriculture. In addition, India has a better environmental commitment, especially in renewable energy, compared to Indonesia. This study is expected to produce a SP model that is not only environmentally friendly but also competitive, in line with the increasing attention of investors to ESG factors (Kotsantonis et al., 2016). Second, the level of commitment to the environment in India is also different from that in Indonesia. Giwangkara (2021) stated that India's commitment to the environment is superior to Indonesia, especially in terms of renewable energy. In his research, it is explained that India is the country with the sixth largest installed capacity of renewable energy in the world, surpassing Norway, Japan and France. In Indonesia, readiness to carry out transformation is still far below neighboring countries in the Southeast Asian region. Through this research, it is hoped that a SP model will be available that is competitive so that it will be complete both in terms of its involvement in protecting the environment, but also has good competitiveness in the market. Integration in sustainable manufacturing is in line with SF where investor awareness of Environmental Social and Governance (ESG) factors is increasing in making investment decisions (Kotsantonis et.al, 2016).

The stakeholder theory (Freeman, 1984) was adopted by Chen (2006) who argued that environmental disclosure has an impact on the company. Further developments were adopted by many production companies resulting in green manufacturing (Digalwar, 2017) and in the following years the concept of green manufacturing changed to sustainable manufacturing (Malek & Desai, 2022). This concept is a production activity that uses processes with minimal impact on the environment, conserves resources and the environment, creates a safe environment for factory workers, communities, consumers and is financially secure (Malek & Desai, 2019).

SP practices are one of the significant environmental initiatives taken by the manufacturing industry to conserve the environment and improve the quality of life while carrying out production activities (Salwa et.al, 2017). Research on SP considering its impact on economic performance. Economic outcomes consist of profitability, market share, and productivity (Rao and Holt, 2005).

The implementation of SP practices is increasingly recognized as important to achieve a balance between economic growth and environmental sustainability (Ali et al., 2021; Haleem et al., 2023). Previous studies have shown that SP practices have a positive impact on economic performance (D'Angelo et al., 2022). SP practices improve economic performance and in turn encourage SF models (Abdul-Rashid et al, 2017; Paul, 2024). SP needs to be supported by SF activities so that operations and finances can support companies in long-term production. This creates the first research hypothesis that there is a positive influence between SP and SF.

Based on the RBV (Resource Based Value) theory, the key to a company having a competitive advantage lies in the effectiveness of utilizing company resources, some of which are used to achieve competitive advantage and others lead to superior long-term performance (Barney, 1991; Grant, 1991; Penrose, 1959; Wernerfelt, 1984). Chen (2008) in his research combined the RBV concept with Intellectual Capital and developed it into GIC which has three

dimensions, namely Green Human Capital, Green Structural Capital, and Green Relational Capital. This concept is the company's commitment to protecting the environment and then becomes the company's intangible assets. This is in line with the statements of Hart (1995), Chandra & Augustine (2019), and Lusmeida & Augustine (2022) that according to RBV, a company's intangible assets can be in the form of a very good company image or close relationships with stakeholders so as to produce sustainable competitiveness.

Research conducted by Chen (2008) shows that GIC is positively correlated with a company's competitive advantage, the more environmental knowledge employees have, the higher the company's competitive advantage. Sugiyanto's (2021) research on the effect of GIC on investor reactions for companies listed on the Indonesia Stock Exchange in 2014-2019 states that there is a significant positive influence between GIC and investor reactions. Investors' attention to a company's "green" activities is manifested through aligned financial products, such as green bonds, green banking, and others. In line with this, Zahra et.al (2022) stated that GIC has a positive effect on green banking. Oktris et al. (2022) explained that from the intellectual capital sidegreen which plays a role in encouraging the establishment of environmental systems and procedures to improve environmental operations through systems, schedules, routine implementation and checking activities, codification and archiving of relevant knowledge related to the accumulation of employee experience and integrated with environmental issues.

GIC is related to the management and generation of knowledge in effectively communicating environmental issues that support employee productivity. Companies that focus on GIC will have the ability to face (environmental) challenges. Thus, this study aims to prove the influence of GIC on SF with the following hypothesis that there is a positive influence between GIC and SF. Research conducted by Veronesi (2009) shows that the implementation of technology carried out by companies gets responses from investors on the stock exchange because the implementation of new technology is considered to be able to increase production. The results of this study are a development of the Legitimacy Theory (Dowling & Pfeffer, 1975) which encourages companies to carry out their production processes in accordance with applicable regulations, one of which is regulations on the environment. To fulfill this, qualified technology is needed in the form of green techn.

GTI carried out by production companies can generate economic and social benefits and encourage sustainable corporate development. GTI creates a conducive environment to improve the company's sustainable performance (Xi & Zhao, 2022), and promotes the company's sustainable financial development (Huang et al., 2021). In addition, Zhang et al. (2023) showed that GTI has an effective mechanism to improve the financial structure of production companies. According to Lai (2019), GTI and technology innovation management are inseparable parts and have a positive impact on sustainable development and have an important role in these sustainability activities. Based on previous research, GTI brings good economic benefits to production companies by reducing resource consumption, increasing productivity, and reducing production costs. Economic benefits can be achieved by supporting environmentally friendly technology investments in production operations. GTI has also been shown to be closely related to the development of SF, with the higher the development of SF, the higher the GTI activities of a company (Zhu & Zou, 2022). Based on this, the following research hypothesis was created that there is a positive influence between GTI and SF.

Yang et al. (2015) expanded on the legitimacy theory introduced in 1975 by proposing the concept of green strategic management (GSM). This framework supports transformational initiatives and decisions aimed at enhancing environmental sustainability. By adopting a clear vision and well-defined strategy, companies can make more effective decisions aligned with their priorities, enabling them to deliver goods and services that meet global market demands.

Research conducted by Eiadat et al. (2008) shows that environmental innovation strategy (green innovation strategy) and pressure on environmental concerns can improve company

performance (business performance), and green innovation strategy can strengthen the influence of environmental pressure on company performance. In line with this, Babiak & Trendafilova (2011) and Olayeni (2021) stated that there is a relationship between being "green" (supporting environmental activities) and being economically successful because it is a competitive advantage for companies that apply the "green" concept.

According to prior research, it has been established that organizations must adopt green innovation to mitigate the environmental effects of their production processes, which includes innovations aimed at reducing waste, preventing pollution, and establishing environmental management systems. The role of GSM will encourage companies to carry out SP by reducing the impact on the environment. This condition will create the competitiveness of production companies so that SF is achieved. This creates the next research hypothesis that GSM strengthens the influence of SP on SF. Research by Bilgin (2009) has developed a legitimacy theory through a model that shows how a "green" company achieves competitive advantage. Companies with an environmentally friendly image attract greater investor attention because of the investor's sustainable focus.

Ziolo (2021) and Rachmawati (2021) explained that a company with a SF system will get more attention from investors than a company without SF. Investors are increasingly focused on companies that take significant responsibility for environmental concerns, as climate change has emerged as a critical issue worldwide. Based on this, the company and all its staff need to have sufficient strategies and knowledge on how to carry out daily operations. Song & Yu (2017) explained that corporate concern for the environment can support SF in order to achieve sustainable operations in the long term. Thus, GSM plays a role in strengthening the influence of GIC on SF. Based on this, the following research hypothesis that GSM strengthens the influence of GIC on SF.

Research from Ambec and Lanoie (2008) on the benefits of "green" concluded that companies have good performance by being green. Businesses must embrace eco-friendly innovation. A green strategy refers to the approach taken by companies to incorporate green innovation in order to gain a competitive edge, satisfy market demands, and fulfill the expectations of stakeholders, as noted by Song & Yu (2017). This is anticipated to have a favorable impact on the value of the company. GTI can drive companies towards SF for long-term financial management, because technology investment is a large and long-term investment based on this, it enters the next hypothesis that GSM strengthens the influence of GTI on SF.

METHOD

This study uses a quantitative approach with a sample drawn from production companies across various sectors, including industrial goods, food and beverages, cigarettes, household goods, automotive, clothing and fashion, leisure goods, and pharmaceuticals. This study uses primary data by distributing surveys to production companies. Before distributing the questionnaire, a pilot test was conducted to ensure the validity and clarity of the instrument. The pilot test questionnaire was processed based on 52 respondents who worked in production companies in the industrial goods, food & beverage, household goods, automotive, clothing & fashion, leisure goods and pharmaceutical sectors. Through this pilot test, the researcher received suggestions in the form of improvements related to demographics and question items that were more tailored to the research context, namely in demographics it was proposed to add a telephone number to the questionnaire demographics, the position of the person filling out the questionnaire at least at the staff level and the length of service was throughout the respondent's career, not the length of service at the company.

Based on the interview, there are also indicators that are proposed to be reduced, namely the indicator "The company needs to have foreign investors to provide support for the environment". This indicator is less relevant to conditions in Indonesia. Indicator "The company shows that it has become a member of the Indonesian stock exchange". This indicator is less

relevant because there is no certainty that companies listed on the stock exchange have sustainable financial conditions. Indicator "The company is known as an entity that supports environmental protection activities". This indicator overlaps with the indicator "The company is known as an entity that supports environmental maintenance activities". Indicator "The company needs to disclose the company's strategic plan". This indicator is less relevant because the strategic plan is a company secret that cannot be disclosed to the public. Indicator "The company needs to agree and unite to carry out SP". This indicator has the potential to cause misunderstandings. The words "agree" and "unite" are not followed by an explanation of which party the company needs to agree and unite with. The proposed addition from the interview results is the indicator "The company needs to provide education to change the mindset of 'costs' to 'investment' for sustainable activities" in the SF variable in the economic dimension. Indicator "Companies need to have an integrated information system to protect the environment" in the GTI variable. There is a proposal to change the sentence "Advance advertising activities" to "environmentally friendly marketing activities". The sentence "Reuse & recycle through eco-design" becomes "materials used can be recycled". Suggestions from the interview have been adjusted to the questionnaire items that will be used in this study. The results of the pilot test showed 5 indicators whose validity test results were not valid, all of which were in the SP variable, there were 2 indicators in the technology dimension, 2 indicators in the economic dimension and 1 indicator in the social-environmental dimension.

Data processing using SmartPLS 3 software because it will test the novelty element that has theoretical limitations (Wong, 2013). Statistical techniques with Moderated Regression Analysis to analyze data by predicting the value of the dependent variable, from the value of the independent variable with a moderating variable that strengthens or weakens the influence (Sekaran & Bougie, 2016).

RESULTS AND DISCUSSION

This study has successfully collected 364 respondents. Each respondent has answered all the questions asked in this study. Furthermore, the research sample needs to be reduced by 12 outlier data respondents found when conducting normality testing. Outlier data is data that does not match the data group in the data distribution of this study. This study uses 352 respondent data that matches the specified criteria.

Based on the results of the regression test, the P values of the independent variable of SP are $0.002 < 0.05$ with a coefficient value of 0.058. Thus, the first hypothesis is supported. SP has a positive effect on SF. The second independent variable, namely GIC, has a P value of $0.002 < 0.05$ with a coefficient value of 0.139. Thus, hypothesis 2 is accepted. GIC has a positive effect on SF. The third independent variable, namely green GTI, has P values of $0.000 < 0.05$ with a coefficient value of 0.585. Thus, hypothesis 3 is supported. GTI has a positive effect on SF. Moderation of GSM on the three independent variables has different impacts. Moderation of GSM on SP is proven to strengthen its influence on SF. This is indicated by the significance value of P moderation SP*GSM which is 0.000 or < 0.05 . Thus, hypothesis 4 is supported. The moderation of GSM on GIC has a significant P value of GIC*GSM moderation of 0.000 which means < 0.05 . This moderation variable has a coefficient value of -0.188. Although the P value is smaller than 0.05, the coefficient is negative so it is opposite to the direction of expectations. Thus, hypothesis 5 is rejected. The moderating effect of GSM is not proven to strengthen the influence of GIC on SF. The moderation of GSM on GTI has a significant value of P moderation GTI*GSM of 0.401 which means > 0.05 . Thus, hypothesis 6 is rejected. The moderation of GSM on GTI is not proven to strengthen its influence on SF.

Table 1. Moderated Regression Result

Variables	Direction Hypothesis	Standard Coefficient	Standard Error	P Values	Result
SP-SF	+	0,058	0,018	0,002	Supported
GIC-SF	+	0,139	0,044	0,002	Supported
GTI-SF	+	0,585	0,048	0,000	Supported
SP*GSM-SF	+	0,202	0,029	0,000	Supported
GIC*GSM-SF	+	-0,188	0,046	0,000	Not Supported
GTI*GSM-SF	+	0,024	0,028	0,401	Not Supported

Source: Research data

The old SP research model by Malek & Desai (2022) uses four dimensions consisting of Organizational Strategic, Technological, Economic and Environmental and Social, while after the renewal in this study, there are six dimensions of SP consisting of technology, economy, environment and social, green business strategy, market advantage, and environmental reputation. After a sensitivity test was carried out on the old model (model 1) and the new model (model 2), the adjusted R2 value before the renewal was 78.9%, while after the renewal it became 90.2%. The regression results in model 1 show insignificant results for the variables of SP, GIC, and the moderating role of GSM. Model 2 shows changes in the influence of the variables of SP, GIC, and GSM moderation on the relationship between SP and SF which shows a positive influence. For the moderation of GSM on the relationship between GIC and SF in model 2, the p values changed to significant (0.000), but the coefficient was negative, not in line with the formulated hypothesis. Table 2 presents the findings from the sensitivity analysis.

Table 2. Result Sensitivity Test

Variables	Direction Hypothesis	Model 1 - Original		Model 2 - Novelty	
		Coefficient	P values	Coefficient	P values
SP-SF	+	0,081	0,180	0,058	0,002
GIC-SF	+	-0,076	0,173	0,139	0,002
GTI-SF	+	0,428	0,000	0,585	0,000
SP*GSM-SF	+	0,098	0,082	0,202	0,000
GIC*GSM-SF	+	-0,045	0,222	-0,188	0,000
GTI*GSM-SF	+	0,138	0,077	0,024	0,401
R square		0,795		0,904	
R square adjusted		0,789		0,902	

Source: Research data

Based on the test results, SP has a positive effect on SF. Thus, the results of this study support the hypothesis 1 that was formulated. The results of the study confirm the stakeholder theory where companies are not only responsible to shareholders, but also to all parties involved or affected by their operations, including employees, customers, suppliers, communities, and the environment. In relation to SP, this theory shows that a company's decision to carry out SP is a form of corporate responsibility to stakeholders. Valentinov (2023) defines sustainability as a long-term balance that benefits both the company and the environment and the wider community. When associated with the demographics of respondents, where the respondents came mostly from non-IDX companies as many as 235 respondents (66.8%), then the company's responsibility to internal parties (company employees) and external (suppliers and consumers). Non-IDX companies will tend to be oriented towards local stakeholders, such as the surrounding community, direct customers, or suppliers. Although pressure from investors may be lower, they are still influenced by market expectations and government regulations, especially if they want to increase their credibility in the eyes of external stakeholders. The focus of non-IDX companies lies in the satisfaction of local stakeholders which can increase

loyalty and business sustainability. The implementation of SP in non-IDX companies aims to respond to issues that occur locally and globally. The relationship found in the study shows that attention to stakeholders (both local and global) through SP can have a positive impact on the financial performance of companies, regardless of their status on the IDX.

Regarding hypothesis 2, the results of the study also provide positive results between the relationship between GIC and SF. The results of this study support Oktris et al. (2022) and Zahra et al. (2023). These results confirm the RBV theory. GIC helps companies create higher value while maintaining environmental sustainability. Through this, companies will design innovations not only for environmentally friendly purposes, but also for the efficiency of the company's operational costs. When operational costs are reduced, the company's profitability increases. This has a positive impact on SF. In addition, the GIC owned by the company's employees will make these employees have green awareness and technical skills in a sustainable environment. Thus, employees tend to be more innovative and productive, which ultimately improves the company's long-term financial performance. The majority of respondents from the pharmaceutical industry chose a high score for each indicator of GIC. This reflects that production companies in Indonesia are beginning to understand the importance of GIC to support sustainability, including the company's SF. Specifically, the pharmaceutical industry through GIC will underlie research and development (R&D) in creating new drugs or pharmaceutical products that can treat diseases that do not yet have effective medical solutions in an environmentally friendly manner. Patent rights to products provide exclusivity to companies to market products without direct competition, thereby increasing significant revenue in the long term.

The results of the study for hypothesis 3 show a positive relationship between GTI and SF, thus hypothesis 3 is accepted. The results of this study are in line with Zhu & Zou (2022), Xi & Zhao (2022), Zhang et al. (2023). The use of GTI creates a conducive corporate environment to improve the company's sustainable performance and promote the company's sustainable financial development. The more companies implement GTI, the higher the SF development follows existing GTI. The results of this study confirm the legitimacy theory (Dowling & Pfeffer, 1975) which encourages companies to carry out their production processes in accordance with applicable regulations, one of which is environmental regulations. To achieve an environmentally friendly production process, GTI is needed. GTI will bring good economic benefits to production companies by reducing resource consumption, increasing productivity, and reducing production costs. These economic benefits will improve the company's SF.

The moderating role of GSM is only seen in the relationship between SP and SF (hypothesis 4). The majority of respondents filled in the scores on the six GSM indicators with a high average value. This reflects that the company where the respondents work cares enough to be actively involved in environmental protection initiatives. By implementing GSM, the company's contribution is not only caring about environmental sustainability but also actively taking real actions to support environmentally friendly operations. Real practices are carried out by PT Semen Indonesia which implements Waste Heat Recovery Power Generation (WHRPG) technology. This technology utilizes waste heat from the production process to generate electrical energy. By using alternative fuels, such as biomass and industrial waste, it can reduce dependence on coal. In addition, PT Semen Indonesia also produces more environmentally friendly cement with lower clinker content, resulting in lower carbon emissions. With this strategy, PT Semen Indonesia can maintain high production levels while reducing carbon emissions and optimizing the use of renewable energy. These results are in line with research conducted by Babiak & Trendafilova (2011) and Olayeni (2021). GSM drives innovation in environmentally friendly technologies and production processes. This innovation allows companies to increase efficiency in resource use, reduce waste, and save energy, thus directly impacting production cost reduction. This condition also becomes a competitive

advantage for companies, improving reputation in the eyes of consumers and ease of access to funding. This green strategy not only helps companies achieve environmental sustainability but also improves financial stability and profitability in the long term.

The results of testing hypothesis 5 show that GSM moderation does not strengthen the influence of GIC on SF. Thus, hypothesis 5 is rejected. Respondents who are homogeneous in descriptive data with the same understanding pattern allow them to answer the questionnaire with the same understanding related to GSM. Respondents in answering the six indicators of GSM gave a high average score. This respondent pattern resulted in an understanding of GSM not at the organizational level, but rather tending to the individual context stage of the respondents in this study. GIC is important as a company asset to realize the company's sustainability program. Meanwhile, GSM is designed to facilitate companies in achieving sustainability in a directed and measurable manner. If moderated, GIC which is an intangible asset of the company will hinder the encouragement of GSM towards SF. Companies are potentially more focused on implementing environmental standards and compliance than maximizing the benefits of their employees' green knowledge and skills. Valero-Gil et al. (2023) show that excessive focus on green regulations can burden a company's operations so that GIC does not have an optimal impact on financial performance.

For hypothesis 6, GSM moderation does not strengthen the effect of GTI on SF. Thus, hypothesis 6 is rejected. Companies in developing GSM are usually not accompanied by sufficient budgets. As many as 66.8% of respondents in this study came from companies that are not listed on the IDX. In terms of company type, non-IDX companies are limited in financial capacity and are often less motivated by market or regulatory pressures to invest in green technology, unless there are direct incentives or government support. In addition, non-IDX companies generally do not face the same stringent demands regarding transparency or sustainability, so green innovation is often not a top priority. Rodrigues & Franco (2023) explain that the implementation of GTI often involves significant complexity and costs. This implementation can be hampered if GTI is not adjusted to the company's conditions. Although environmentally friendly innovation is very important for sustainability, its operationalization may face major obstacles that cannot be overcome by strategic management alone. Furthermore, Rodrigues & Franco underline the importance of life cycle assessment and co-innovation in achieving environmental sustainability, pointing out that strategic management must be deeply integrated with operational practices to be effective. In addition, research on the impact of environmentally friendly financial and environmental regulations (Guo et al., 2022) show that external regulatory and financial frameworks can significantly influence green innovation outcomes, often overshadowing the moderating role of internal GSM.

CONCLUSION

In conclusion, this study provides valuable insights into the influence of each variable (SP, GIC, and GTI) on SF. The three independent variables play an important role with positive effects, indicating that improvements in the three independent variables can improve SF.

The possibility of subjective respondent responses results in less-than-optimal data. This subjectivity can also arise due to filling out the questionnaire remotely (via e-mail) which means that respondents do not receive optimal guidance on filling out the questionnaire. In addition, the data cannot be processed immediately in its entirety. Some respondents do not meet the qualifications required in this study and there are outlier data.

Future research is expected to improve the data collection process by guiding the respondents to fill out the questionnaire, with a better percentage of guidance from this study. Further SP research can be conducted on production companies in countries other than Indonesia by considering sectors other than production, such as hotels, restaurants, hospitals, and multinational companies. Additional dimensions on SP can be done in further research, with a broader concept of environmental friendliness from the internal and external sides of the

Company. GTI can be studied further. Future research and practice should focus on bridging the gap between strategy and operations, increasing the integration of green technology, and developing a robust matrix to evaluate the financial impact of sustainability initiatives. By addressing these challenges, companies can better utilize the potential of green innovation technology to achieve environmental sustainability and financial performance, thereby creating a more comprehensive approach to corporate sustainability.

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