



HAL
open science

Marketing motivations influencing food choice in 16 countries: segmentation and cluster analysis

Carla Henriques, Ana Matos, Madalena Malva, Elena Bartkiene, Ilija Djekic, Monica Tarcea, Marijana Matek Sarić, Maša Černelič-Bizjak, Veronika Dolar, Ayman El-Kenawy, et al.

► To cite this version:

Carla Henriques, Ana Matos, Madalena Malva, Elena Bartkiene, Ilija Djekic, et al.. Marketing motivations influencing food choice in 16 countries: segmentation and cluster analysis. *Insights into Regional Development*, 2022, 4 (1), pp.10-25. <10.9770/IRD.2022.4.1(1)>. <hal-03121000>

HAL Id: hal-03121000

<https://hal.science/hal-03121000v1>

Submitted on 26 Jan 2021

HAL is a multi-disciplinary open access archive for the deposit and dissemination of scientific research documents, whether they are published or not. The documents may come from teaching and research institutions in France or abroad, or from public or private research centers.

L'archive ouverte pluridisciplinaire **HAL**, est destinée au dépôt et à la diffusion de documents scientifiques de niveau recherche, publiés ou non, émanant des établissements d'enseignement et de recherche français ou étrangers, des laboratoires publics ou privés.



HAL Authorization



ENHANCING SOCIAL PERFORMANCE OF NGOS OPERATION IN INDONESIA THROUGH EXTERNAL POSITIVE PRESSURE: MEDIATING ROLE OF ORIENTATION DIMENSIONS AND SUSTAINABLE PRACTICES

Agussani^{1*}, A. Akrim²

^{1,2}*Universitas Muhammadiyah Sumatera Utara, Jl. Kapten Mukhtar Basri No 3, Medan 20238, Indonesia*

E-mail: ^{1} agussani@umsu.ac.id (Corresponding author)*

Received 10 November 2019; accepted 18 June 2020, published 30 October 2020

Abstract. In the Indonesian market, excessive pressure faced by the local NGOs in their social cause oriented operating activities and this paper is majorly based on exploring those external factors that positively enhanced the social performance of such organizations within this developing nation. In most cases, the environmental-friendly practices are initiated by a company in order to become a more sustainable organization in the advanced competitors and customer market. This paper is based on online survey-based quantitative research where the 355 participants based valid outcomes are studied and evaluated through structural equation modeling statistical test implementation. According to this model results, external pressure caused a major favorable influence on the development of strategic sustainability orientation and sustainable entrepreneurship practice that motivate the organizational management to enhance their social performance within the Indonesian state. This data is informative for the Indonesian social workers, the business community and other related NGO's to consider the external environmental factors in their effective decision-making process. Also, the related field scholars can utilize this information in their discussion portion. No doubt, this is informative research, but still, there are some deficiencies within this paper like lack of psychological (interview), etc, which can be covered by the upcoming scholars.

Keywords: Social Performance; External Positive Pressure; Orientation Dimensions; Sustainable Practices

Reference to this paper should be made as follows: Agussani., Akrim, A. (2020). Enhancing social performance of NGOs operation in Indonesia through external positive pressure: mediating role of orientation dimensions and sustainable practices. *Journal of Security and Sustainability Issues*, 10(Oct), 108-122. [http://doi.org/10.9770/jssi.2020.10.Oct\(8\)](http://doi.org/10.9770/jssi.2020.10.Oct(8))

Jel Codes: M1

1 Introduction

The NGOs of Indonesia have made their mission to pursue those companies that violate environmental laws (Masterpole, Teleposky, Thompson, & Zaghoul, 2019). In the late 1990s, the NGOs and the companies of Indonesia were not protected by the government, and corporate social responsibility played an essential role for the companies at that time to help them in securing them from society (Laraswati et al., 2020; Goo, et al., 2020). The importance of trust on NGO's in Indonesia can be evaluated through given graph below which shows that almost 62% of people in Indonesia trust upon NGO's as compared to other sectors and firms (see Figure 1)..



Figure 1: Public Trust In NGO's

Indonesia became the first country to present the obligatory legal requirements in CSR in July 2007 (Uda, Schouten, & Hein, 2018). During the period of the 1980s to 1990s, high profile operations were launched by NGOs against MNCs. The organizations and firms have more assets to invest in social performance if they retain more solid financial performance. The implementation of sustainability creativities help in improving the social and environmental performance of the firms and also provides a competitive benefit by attaining an innovative set of competencies (Dzhengiz & Niesten, 2019; Goo, S., 2020; Granada & Mejia, 2020; Prawoto, & Basuki, 2020).

Moreover, the given table provides all the fundamental external pressure as well as factors that act on the performance of NGOs in Indonesia during the last few years (see Table 1).

Table 1: External factors affecting NGOs performance

External factors	Dimensions
Political	Such as new legislation
Economic	Such as inflation and unemployment
Environmental	Weather conditions majorly affecting sustainable performance
Competitive	Influence of a rival NGO

According to Arizona, Wicaksono, and Vel (2019), major issues regarding the social performance of NGOs is limited financial resources and business experience. It is difficult for NGOs to manage environmental and social issues (JAIWONG, 2019). The level of participation in SMEs in the organizations of Indonesia is low (Ati, Baga, & Satria, 2019). The level of social pressure from the NGOs is high in the industries of Indonesia that results in lower financial performance. It can hurt the reputation and brand equity of those industries. Moreover, the financial performance of a company is adversely linked with social performance (Galudra, 2019).

Over the last few years, different studies and their researchers have examined the direct impact of external pressure on the social as well as the entrepreneurial performance of different sectors (Distelhorst, Hainmueller, & Locke, 2017). Recent research by Kholis, Fatma, Maksum, and Bukit (2016) has made a comprehensible vision and evidence as small business and sectors involves every entrepreneur plays a very positive role to improve as

well as sustain the existing value of the firm or sector. The past efforts lack in describing the direct impact of external pressure on the social performance of any particular NGO mainly through sustainable entrepreneurial orientations and practices (Maria & Meiliana, 2018). The current study keenly identifies as well as examined how external pressure directly influences the social performance of NGOs that are operating in Indonesia. The current research paper has very detailed as well as a clear description of improving the social performance of NGOs operating in Indonesia mainly through the mediating role of strategic sustainable orientation and entrepreneurial practices. The following research article also focuses on the point that how the external pressure influences the overall entrepreneurial performance of NGOs operating in Indonesia. The study objectives of the current research are given below,

- The commencing objective of the study is to identify the direct influence of external pressure on social performance in NGOs operating in Indonesia.
- The second major aim is to illustrate the mediating impact of strategic sustainability orientation on the association between external pressure and social performance in NGOs operating in Indonesia.
- The third goal of the current paper is to describe the mediating role of sustainable entrepreneurial orientation in the linkage between social performance and external pressure in NGOs operating Indonesia.
- The final objective of the given research is to evaluate the mediating act of sustainable entrepreneurial practices on the connection between external pressure and social performance in NGOs operating in Indonesia.

The significant impact of external pressure as well as some factors plays a direct role in the creation and progress of sustainable social performance for NGOs operating in Indonesia (Rahman, 2019). According to Borgert, Donovan, Topple, and Masli (2020) there is a clear vision that sustainable entrepreneurial practices and orientations are a major source of developing an effective relationship between external factors and performance dimensions and all the worthwhile NGOs in any region. Moreover, there is a clear concept that organizations and NGOs have their worth and importance in the life of entrepreneurs. Majorly through sustainable EO and practices bring harmony between the individuals of the organizations. Therefore, the given research is very significant for the top management of different NGOs operating in Indonesia.

The research study covers five significant chapters including the introduction chapter which describes the detailed background of the given topic, problem statement, purpose of the research, questions regarding the research, and the scope of the study findings and their implications. The chapter of the literature review describes the compositions of the previous studies that are concerned with the dependent as well as the independent variables of the study. The study methodology chapter describes different techniques used in collecting the data. The data analysis techniques are described in the section of data analysis. The last chapter consists of the discussion, implications, conclusion, limitations, and upcoming recommendations regarding the study.

2 Literature review

2.1 Theory of external pressure

In the context of an organization, external pressures are some factors that can majorly have a straight impact on the sector social performance which are typically related to the social issues and the government regulations as well as the strength of effective competition (Basaglia, Camotim, & Silvestre, 2019). According to the theory of EP, there are some major types of pressures and forces that can affect the social as well as the operational performance of an organization including normative, mimetic, and coercive (Sharma, Yadav, & Sharma, 2017). According to Fan and Zhao (2017), external pressure majorly comes from sector constituents such as operations members, professional agencies, and some regulatory bodies that directly influence the performance of organizations. This theory also states that external pressures majorly come from organization initial competitors

that have significantly adopted some effective practices (Salahshour & Fallah, 2018). The theory of external pressure also describes those pressures initiated from the orders that stem from combined societal expectations propose that organizations match up to shared values to secure their level in the sector and also prolong “social legitimacy” (Shen & Xiang, 2018). The given theory considered coercive external pressure as a significant sustainability predecessor. This is mainly because coercive pressure involves social-related political impacts exerted by other organizations as well as governmental policies on which the organization and NGO depends.

2.2 Relationship b/w external pressure and social performance (SP)

Muhammad Auwal, Mohamed, Nasir Shamsudin, Sharifuddin, and Ali (2020) in research explained that the pressure is generally a feeling or the use of persuasion or intimidation to make someone do something. External pressures (EP) come from external sources, things outside of one's control (Adebanjo, Teh, & Ahmed, 2016). External pressures are sources that may affect social performance (Dubey et al., 2017). Usually, there are three main types of EP in any organization (normative, mimetic, and coercive) external pressure may come from the sector constituents, detailed as the supply chain (SC) members, professional agencies, regulatory factors, and most influential force power of NGOs. There is a procedure adopted by the firms to overview the uncertainties of the organizations to evaluate the difficulties and shortcomings and problems. External pressure is generally taken as both positive and negative also to analyze this influence as a positive one, as it creates kind of competition, creativity, and also unity among all the members of the team to meet the challenges and the demands and also to adopt such modern tools and strategies are adopted (Shaukat, Qiu, & Trojanowski, 2016). EP influences the social performance of the relationship with the customers, management, production, supply chain, and the availability of the sources to avail in times will make the production of the organization effective. Compliance and the issues are solved as the priority. Coercive pressure involves the external political activities as the pressure from the government or the relevant firms affecting the performance of the organizations. Thus, there is a direct relationship between external pressure and SP. The factors affecting the social performance and the influence of EP are very influential and strong (Kim et al., 2016). Consequently, EP sometimes effects in such a way that it damages the customer's relationship with the organization and also the production. EP also effects the environment of the organization as it creates a potential for the workers and also affects their potential negatively. The study is very effective in explaining the EP as a source of empowering the organizations to make their efforts positive. Customer value and the demand for the supply chain are also fulfilled. Accordingly, the above entire discussion leads to the generation of the hypotheses below,

H1: External pressure positively influences the social performance of NGOs.

2.3 The mediating impact of strategic sustainability orientation (SSO) on the relationship between external pressure and SP

External pressure can help an organization in attaining and improving its sustainable practices by providing those organizations a strategic sustainability orientation (SSO) (Emamisaleh & Rahmani, 2017). It also enables an organization to implement SEP that helps in generating the desired and required performance. According to Wijethilake (2017), SSO and EP stimulate an essential role in the success of SEP and the external pressure comes from NGOs, professional agencies, and supply chain members. According to a recent study by Papadas, Avlonitis, Carrigan, and Piha (2019) SSO refer to the strategy of an organization that helps in capturing different decision-making styles and practices. Long-lasting business performance can be attained by a high level of sustainability and SSO (Charan & Murty, 2018). It is proved by the theory of external pressure that the social production of an organization is related to the regulations of the government as well as social issues that affect the operational performance of that organization. Another study by Dubey et al. (2017) explained that SSO has played a vital role in encouraging the firms to develop effective strategies and policies for managing EP, SP, environmental and social impacts of their firm's activities. SSO allows the herbal-based industrialists to prepare themselves well to be more competitive and economical in the future (Bamgbade et al., 2019). So, build on the entire above arguments the study suggests the following hypotheses,

H2: Strategic sustainability orientation remarkably mediates the relationship b/w EP and social performance.

2.4 *The mediating role of sustainable entrepreneurial orientation (SEO) in the relationship between external pressure and SP*

The overall concept of sustainability relating to NGOs' business perspective constitutes three important types including social, environmental, and economic (Adel & Habib, 2018). Imran et al. (2018) in research characterized that sustainability as a significant concept that NGOs and other organizations around the globe are keenly adopting to improve their social performances. They also illustrated that though firms appreciate sustainable orientation, they usually incorporate them (Kamarudin et al., 2020). Out of given sustainability types, literature has highlighted the social aspect majorly because of its direct impacts on the overall performance of the organization (Genc, Dayan, & Genc, 2019; Vinichenko, Melnichuk, & Karácsony, 2020; Sabir & Hussin, 2020). Entrepreneurial orientation (EO) is an organizational-level strategic orientation that majorly captures a firm strategy developing practices, managerial ideas, and organizational behaviors that are majorly entrepreneurial (Roxas, Ashill, & Chadee, 2017; Wichitsathian, & Nakruang, 2019, Iqbal, A., et al., 2020) Omer, & Aljaaidi, 2020; Betáková, Havierníková, Okręglicka, Mynarzová, & Magda, 2020).

During the last few years, EO has become one of the most crucial factors that dominate the social performance of the organization, especially NGOs. This is mainly because EO has been indicating to be an important predictor of NGO social performance mainly through external pressure with a meta-analysis of past few studies showing a relationship between social performance and external factors (Kantur, 2016). According to Ayuso and Navarrete-Báez (2018), EO is very significant for the social performance of the firm because it reflects managerial views and informs the firm efforts required to develop an effective social performance that creates value for the existing environment. In short, effective and sustainable EO represents the proclivity of NGO's decision making to emphasize entrepreneurial processes within the organization. Therefore, a sustainable level of EO can majorly support and positively mediate the relationship between EP and the SP of the organization (Hussain et al., 2020). The above relationship and mediation impact of sustainable EO is supported by the theory of external pressure this is because external factors sometimes affect the level of sustainability EO which further affects the social performance of the sector. Hence, construct the justification in the above discussion, this research study postulate that:

H3: Sustainable entrepreneurial orientation has a positive mediating in relationship between external pressure and SP.

2.5 *The mediating impact of sustainable entrepreneurial practices (SEP) on the linkage between external pressure and SP*

Sustainable Entrepreneurial (SE) stands for a business-driven concept of sustainability which focuses on increasing both socially as well as business value and in other words shared value (DiVito & Ingen-Housz, 2019). SE refers to the creation, discovery, and exploitation of entrepreneurial opportunities and chances that play a positive contribution to sustainability by generating social and environmental advantages and gains in society. Sustainable business practices can sometimes prove miracles for the reputation of the brand and to the bottom line. Such sustainable entrepreneurial practices make a linkage between the EP and SP. Such SE creates a strong link in making a positive relationship as EP involves all the factors in making the development. According to Mayanja, Ntayi, Munene, Wasswa, and Kagaari (2020), the mediating role of this sustainable entrepreneurial practice SEP is very effective and influences very positively as external pressure motivates the employees to perform their abilities and perform their skills and management makes such policies to continue their production without any obstacles and hindrances. Thus, the above argument leads to the creation of the below hypotheses,

H4: Sustainable entrepreneurial practice has a significant mediating role in enhancing the relationship between external pressure and SP.

Research model is presented in Figure 2.

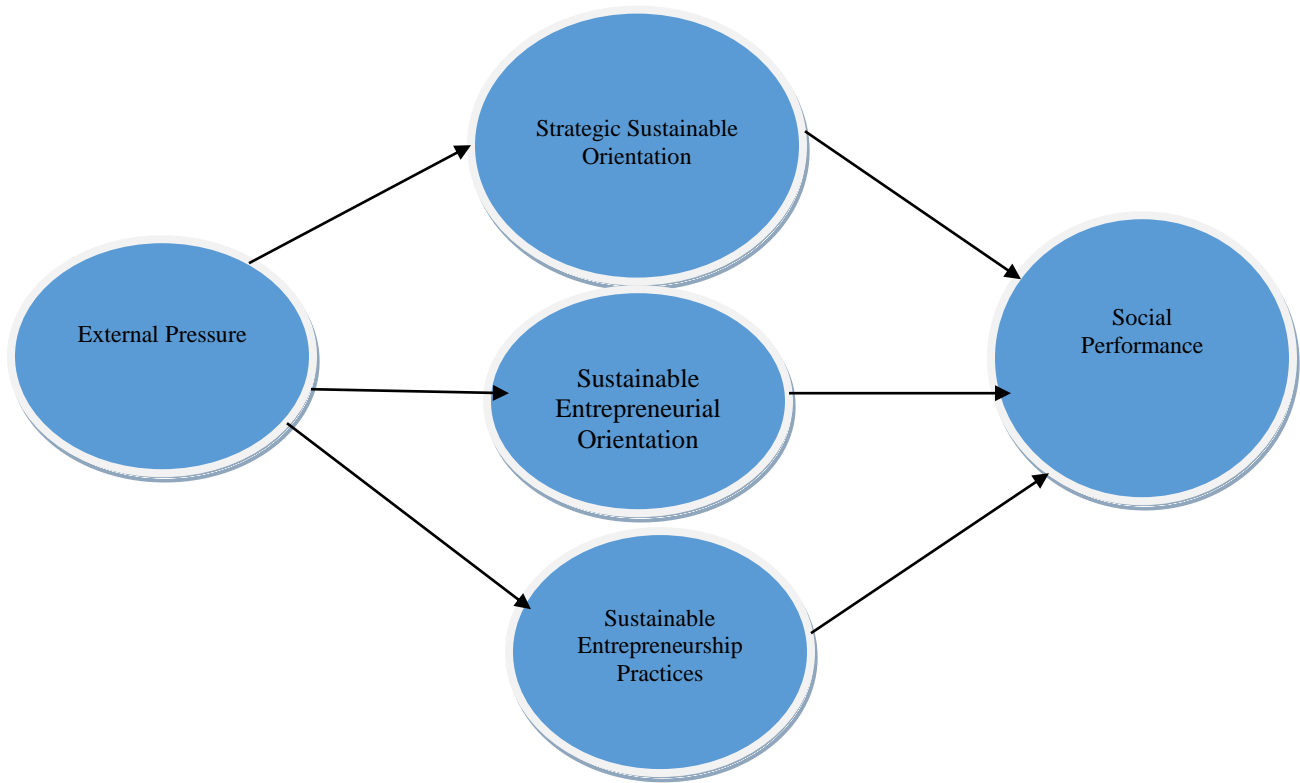


Figure 2: Research Model

3 Methodology

3.1 Data Collection and Sample

This study is majorly based on exploring the impact of external pressure on the social performance of an organization. In order to justify the tested hypothesis, the online survey-based statistical outcomes are considered for critical evaluation (Hopewell et al., 2018; Leavy, 2017; Silverman, 2016). The quantitative research method is used in the data collection mechanism where majorly those participants are considered who belongs to Indonesian NGOs and organizational community individuals. In the data collection mechanism, external pressure is studied as an independent variable, social performance is considered as social performance, while the strategic sustainability orientation, sustainable entrepreneurship practice, and sustainable entrepreneurial orientation acts as mediators that strengthen the relationship between the independent and dependent variables of this paper. In this online-survey based closed-ended questions, total 450 questionnaires were supplied to the participants on which only 355 of them gave valid responses that help to nullify or justified the hypothesis of this study. This sample data is then segregated based on its demographic statistics in its gender-based demographic statistics where it

becomes concluded that 55% are males and 45% are females in this data collection statistics. There is a 10% difference between both genders which shows that mostly males are giving correct information regarding the performance sustainability factor.

Well, in case of age factor, the frequency of participants is much higher who are within the age limit of 22 to 35 in this NGO field, like 116 participants are less than 25 years old (33%), 138 participants are within the age group of 25 to 35 (39%), 86 are from 35 to 45 years old (24%), while 15 are more than 45 years old with only 4% of the overall percentage. While, in the experience based segregation, 14% participants (48 in numeric) are less than 2 years' experience in the related field in Indonesia, 43% are 2 to 5 years' experience with 154 participants, 34% are 5 to 8 years based experience and have 119 in quantity. Last, but not the least, there are 10% of those participants (34 in numbers) who have more than 8 years' experience in the related field. After critically evaluate the demographic sample based critical analysis, it becomes clear that the majority of the participants are having a high post in the Indonesia NGOs and having full understanding of the importance of sustainable organizational strategies in the stakeholders market.

3.2 Measures

The five points Likert scale is used to critically inspect the preferences of the related-field participants towards the importance of sustainable practice within an organization. To measure the appropriate statistical analysis, KMO and Bartlett's test is used to identify the model fitness and the reliability of all the variables in the model. Also, the convergent and discriminant validity test-based statistical outcomes will be generated that helps to identify any error or issue in the items loading mechanism and resolve the related ones. After this, the confirmatory factor analysis (CFA) and the structural equation modeling (SEM) based informative SPSS tests will be implemented that outcomes help to justify the relationship among the tested variables and add value in the research outcomes. All these statistics will add value to this methodology to make a constructive and authentic outcome.

4 Analysis Interpretation

After collecting all the relevant statistical data and applying the SPSS test model, it's time to make an analytical interpretation of the related tested variables of this paper. Its descriptive statistics depict that the standard error value of this test is constantly 0.129 which is quite affordable, while the standard deviation value of sustainable entrepreneurial orientation is least (0.99) as compared to other ones which mean this factor is less deviated from its means position and caused a major impact on strengthening the relationship among the external pressure and social performance. While the external pressure and sustainability entrepreneurship practice values have highly deviated from their mean position which shows that due to the influence of other controlling variables within an organization directly impact their influential power on the efficient social performance of an individual. Its tabular description is shown in the following table 2.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Exterpres	355	1.00	5.00	3.1380	1.17337	-.197	.129
StrSusOri	355	1.00	5.00	3.3843	1.09517	-.507	.129
SusEntOri	355	1.00	5.00	3.3324	.99260	-.355	.129
SusEntPre	355	1.00	5.00	3.5528	1.17307	-.578	.129
SocialPerf	355	1.00	5.00	3.2493	1.04007	-.120	.129
Valid N (listwise)	355						

After the descriptive statistics, this KMO and Bartlett’s test based descriptions are given below in Table 3.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.939
Bartlett's Test of Sphericity	Approx. Chi-Square	9733.647
	df	210
	Sig.	.000

According to the above-mentioned table, it becomes clear that all the KMO values are within the threshold range like its value is 0.939. While Bartlett's test of sphericity values are also quite significant to justify this point that this model is a good fit to justify the tested hypothesis. The rotated matrix-based statistical outcomes are shown in the following table 4.

Table 4: Rotated Component Matrixa

	Component				
	1	2	3	4	5
EP1			.807		
EP2			.852		
EP3			.833		
SSO1					.757
SSO2					.760
SSO3					.808
SEO1				.827	
SEO2				.831	
SEO3				.834	
SEP1	.918				
SEP2	.921				
SEP3	.849				
SEP4	.897				
SEP5	.916				
SEP6	.899				
SEP7	.886				
SP1		.795			
SP2		.844			
SP3		.805			
SP4		.859			
SP5		.866			

The above table depicts that rotated component matrix values are more than 0.7 means at their threshold range where all the items are effectively loaded within this model. This is model is an informative

approach to critically investigate the impact of the external pressure on social performance. After this, its convergent and discriminant validity based statistical outcomes are given below in Table 5.

Table 5: Convergent and Discriminant Validity

	CR	AVE	MSV	SEP	EP	SSO	SEO	SP
SEP	0.928	0.920	0.352	0.959				
EP	0.902	0.755	0.520	0.522	0.869			
SSO	0.918	0.788	0.520	0.593	0.721	0.888		
SEO	0.899	0.747	0.332	0.492	0.402	0.576	0.864	
SP	0.927	0.722	0.258	0.508	0.403	0.467	0.505	0.849

All the average variance extracted values are from 0.7 to 0.85 means more than 0.5 and also its composite reliability values are within the range of 0.9 (more than 0.7), which shows that there is no convergent validity issue occurred in this testing model. In addition to this, the bold letter based statistical values show that there is no discriminant validity issue occurred within this mechanism. All the item values are different from the other ones which show that there is no confusion is made regarding the effective uploading mechanism. In addition to this, the model fit indices are shown in the following table 6.

Table 6: Model Fit Indices

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08
Observed Value	2.717	0.879	0.968	0.968	0.070

According to the above mentioned CFA indicators based statistics, it becomes clear that the CMIN/DF value is 2.717 means lower than 3 and the observed value of GFI is 0.879 means higher than 0.80. In addition to this, the observed values of CFI and IFI are 0.968 (greater than 0.90), and the RMSEA based observed value is 0.070, lower than the standard value 0.08 which means at their threshold range. All these values depict that this model is a good fit and no more confusion is faced regarding uploading the items. Well, the graphical representation of this statistical outcomes is given below in Figure 3.

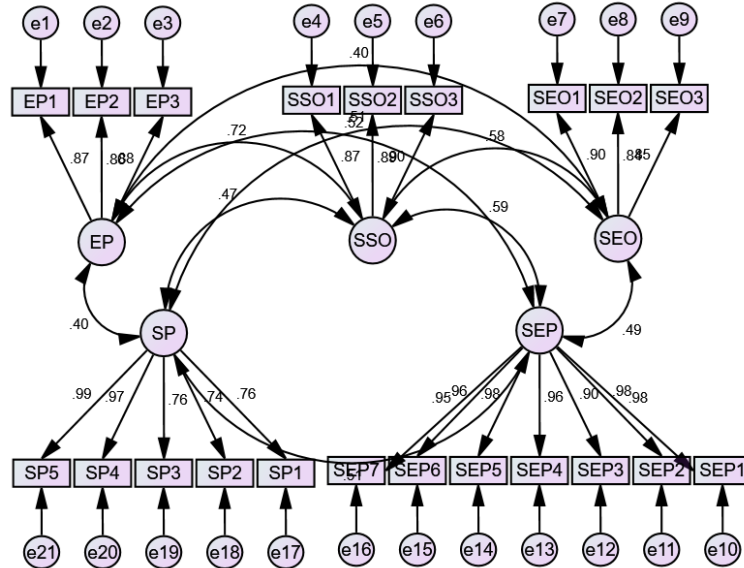


Figure 3: CFA

The important structural equation modeling based statistical evaluation is shown in the following table where the values can easily explore the relationship among the tested variables in Table 7.

Table 7: Structural Equation Modeling

Total effect	Exterpres	SusEntPre	SusEntOri	StrSusOri
SusEntPre	.482**	.000	.000	.000
SusEntOri	.364**	.000	.000	.000
StrSusOri	.591**	.000	.000	.000
SocialPerf	.393**	.231**	.331**	.180**
Direct Effect	Exterpres	SusEntPre	SusEntOri	StrSusOri
SusEntPre	.482**	.000	.000	.000
SusEntOri	.364**	.000	.000	.000
StrSusOri	.591**	.000	.000	.000
SocialPerf	.055	.231**	.331**	.180**
Indirect Effect	Exterpres	SusEntPre	SusEntOri	StrSusOri
SusEntPre	.000	.000	.000	.000
SusEntOri	.000	.000	.000	.000
StrSusOri	.000	.000	.000	.000
SocialPerf	.338**	.000	.000	.000

The above table shows that external pressure caused a major impact on the sustainable entrepreneurial practice like a one percent change in the independent variable cause a drastic change in the dependent variable. According to the above statistical outcomes, the existence of external pressure cause a 48.2% change in the sustainable entrepreneurial practice, 36.4% in the sustainable environmental orientation, 59% in strategic sustainability

orientation, and 39.3% in social performance factor. This shows that the influence of external pressure is much higher on the strategic sustainability orientation within an organization. While the social performance of the organization within an Indonesia market is greatly dependent on the external environmental pressure on the management to do that particular work. While, the existence of sustainable entrepreneurship practice causes a 23% deviation on the social performance factor of an organization, while sustainable entrepreneurship orientation causes a 33% change, and strategic sustainability orientation causes 18% change on the major dependent variable of this study. Its graphical representation is given below in Figure 4.

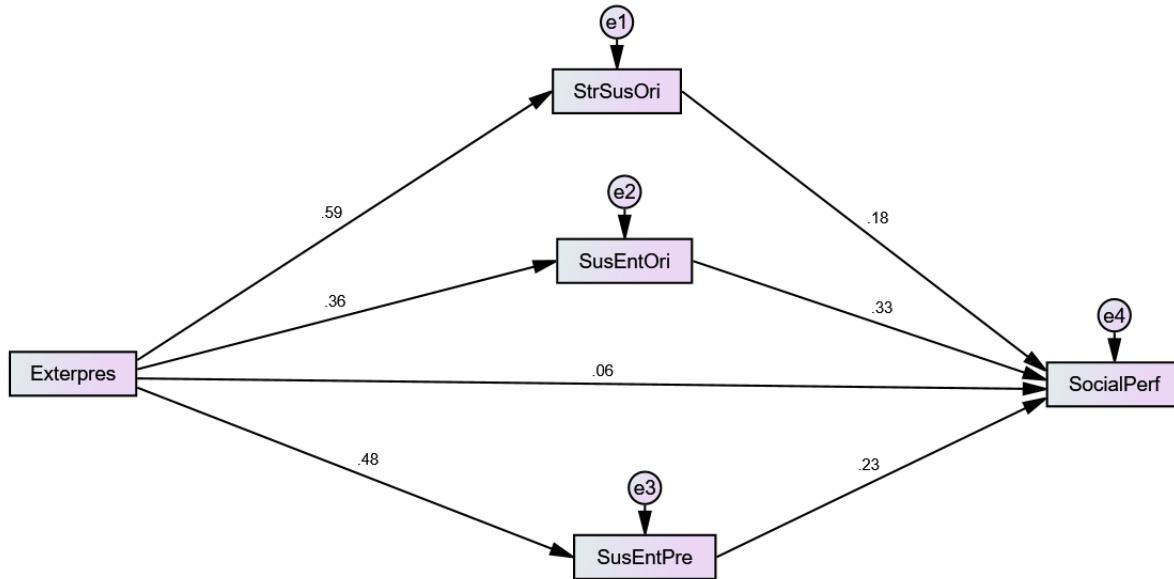


Figure 4: SEM

5 Discussion and Conclusion

5.1 Discussion

According to the above mentioned statistical analysis of the tested outcomes, it becomes clear that there is a positive influence of external pressure on the effective development of the social performance of non-government organizations in NGOs. This related concept was also justified by the Abdullahi Muhammad Auwal with others in their journal of small business & entrepreneurship that within an environment, many external market factors motivate the organizational management to make some effective policies to boost their positive relationship with the stakeholders. According to them, such small and medium enterprises majorly contributed to environmental degradation and the majority of the entrepreneurial activities of an organization are dependent on their customer-oriented effective policies. In this case, the sustainable entrepreneurship practice caused a resolution of many ecological problems within a state like it may be addressed the climate change issue, safety concerns, and the public health-related issues (Muhammad Auwal et al., 2020). No doubt, this is an effective way to earn a competitive advantage in the market by directly fulfilling the needs and desires of the target market. In the Indonesia market, this type of advanced strategic approach has a major influence on the organizational strategic approach to survive in the advanced competitive market (ANTONG, 2017; Wilhelm, Blome, Bhakoo, & Paulraj, 2016).

This shows that there is a strong relationship between the green supply chain management and the operational performance level of an organization. Ruoqi Geng and others stated that such green supply chain management

results in enhancing the confidence level of the customers and employees towards the company's performance (Geng, Mansouri, & Aktas, 2017). The reason is that such strategic approach enhanced the sustainable performance of an organization and secure the company's future to effectively survive in the continuously changing environment (Zaid, Jaaron, & Bon, 2018). In the majority of the developed states, it becomes quite necessary in front of the high demanding company to consider the customer preferences and other socio-economic factors in their decision-making process so that their management becomes able to sell their products and services. This shows that how much the external pressure from the stakeholders motivates the company's management to make some active change in their operating activities (Habib, Bao, & Ilmudeen, 2020; Pusparini, Soetjipto, Rachmawati, & Sudhartio, 2018). All these theoretical concepts also justify the hypothesis that there is a great influence of the external sustainable environment provoking pressure on the Indonesian NGO's management to make some active changes in their operating activities.

5.2 Conclusion

Thus, it becomes concluded that there is a direct impact of external stakeholder's pressure on the social performance-based strategic approach of an organization in the Indonesian market. In order to justify this outcome, the SEM-based statistical analysis made on the online-survey data whose outcomes depicted that the impact of external pressure on the strategic sustainability orientation and sustainable entrepreneurship practice is much higher than the other variables because these two are the major burring issue within the Indonesian market that majorly influence on the social performance-based organizational behavior within this state.

5.3 Future Implications

No doubt, this is informative research for the local NGOs and other SEMs within the Indonesian state to critically evaluate the importance of sustainability factors for their effective performance within this state. This data will help the related scholars to ponder on the studied environmental factors to make some changes in the social activities within this developed state.

5.4 Limitations and Future Researches

There is a lack of psychological data (interview) based critical evaluation to justify the hypothesis and also the advanced education-based environmental pressure is not considered in the variable selection that may impact the authenticity of this paper. These gaps can be covered by upcoming scholars.

References

- Adebanjo, D., Teh, P.-L., & Ahmed, P. K. (2016). The impact of external pressure and sustainable management practices on manufacturing performance and environmental outcomes. *International Journal of Operations & Production Management*. <https://www.emerald.com/insight/content/doi/10.1108/IJOPM-11-2014-0543/full/html>
- Adel, G., & Habib, A. (2018). Mediating role of entrepreneurial orientation on the relationship between relational network and competitive advantages of Tunisian contractors. *Journal of the Knowledge Economy*, 9(2), 665-679. <https://link.springer.com/article/10.1007/s13132-016-0358-8>
- Antong, A. (2017). Social Performance Of State-Owned Enterprises Of Indonesian Political Economy Of Accounting Perspectives: Justification Of Exploitation. *Qualitative and Quantitative Research Review*, 2(2).
- Arizona, Y., Wicaksono, M. T., & Vel, J. (2019). The Role of Indigeneity NGOs in the Legal Recognition of Adat Communities and Customary Forests in Indonesia. *The Asia Pacific Journal of Anthropology*, 20(5), 487-506. <https://www.tandfonline.com/doi/full/10.1080/14442213.2019.1670241>
- Ati, L., Baga, L. M., & Satria, A. (2019). Business Model Canvas Non Government Organization (NGO)(Case Study: Rimbawan Muda Indonesia). *Indonesian Journal of Business and Entrepreneurship (IJBE)*, 5(1), 32-32. <http://journal.ipb.ac.id/index.php/ijbe/article/view/21931>
- Ayuso, S., & Navarrete-Báez, F. E. (2018). How does entrepreneurial and international orientation influence SMEs' commitment to sustainable development? Empirical evidence from Spain and Mexico. *Corporate Social Responsibility and Environmental Management*, 25(1), 80-94. <https://onlinelibrary.wiley.com/doi/abs/10.1002/csr.1441>

- Bamgbade, J., Kamaruddeen, A., Nawi, M., Adeleke, A., Salimon, M. G., & Ajibike, W. (2019). Analysis of some factors driving ecological sustainability in construction firms. *Journal of Cleaner Production*, 208, 1537-1545.
- Basaglia, C., Camotim, D., & Silvestre, N. (2019). GBT-based buckling analysis of steel cylindrical shells under combinations of compression and external pressure. *Thin-Walled Structures*, 144, 106274. <https://www.sciencedirect.com/science/article/abs/pii/S0263823119306779>
- Betáková, J., Havierníková, K., Okřeglická, M., Mynarzová, M., Magda, R. 2020. The Role of Universities in Supporting Entrepreneurial Intentions of Students Toward Sustainable Entrepreneurship. *Entrepreneurship and Sustainability Issues*, 8(1), 573-589. [http://doi.org/10.9770/jesi.2020.8.1\(40\)](http://doi.org/10.9770/jesi.2020.8.1(40))
- Borgert, T., Donovan, J. D., Topple, C., & Masli, E. K. (2020). Impact analysis in the assessment of corporate sustainability by foreign multinationals operating in emerging markets: Evidence from manufacturing in Indonesia. *Journal of Cleaner Production*, 120714. <https://www.sciencedirect.com/science/article/abs/pii/S0959652620307617>
- Charan, P., & Murty, L. (2018). Institutional pressure and the implementation of corporate environment practices: examining the mediating role of absorptive capacity. *Journal of Knowledge Management*, 22(7).
- Distelhorst, G., Hainmueller, J., & Locke, R. M. (2017). Does lean improve labor standards? Management and social performance in the Nike supply chain. *Management Science*, 63(3), 707-728. <https://pubsonline.informs.org/doi/abs/10.1287/mnsc.2015.2369>
- DiVito, L., & Ingen-Housz, Z. (2019). From individual sustainability orientations to collective sustainability innovation and sustainable entrepreneurial ecosystems. *Small Business Economics*, 1-16.
- Dubey, R., Gunasekaran, A., Childe, S. J., Papadopoulos, T., Hazen, B., Giannakis, M., & Roubaud, D. (2017). Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: Some empirical findings. *International Journal of Production Economics*, 193, 63-76. <https://www.sciencedirect.com/science/article/abs/pii/S0925527317302025>
- Dzhengiz, T., & Niesten, E. (2019). Competences for Environmental Sustainability: A Systematic Review on the Impact of Absorptive Capacity and Capabilities. *Journal of Business Ethics*, 1-26.
- Emamisaleh, K., & Rahmani, K. (2017). Sustainable supply chain in food industries: Drivers and strategic sustainability orientation. *Cogent Business & Management*, 4(1), 1345296. <https://www.tandfonline.com/doi/full/10.1080/23311975.2017.1345296>
- Fan, B., & Zhao, Y. (2017). The moderating effect of external pressure on the relationship between internal organizational factors and the quality of open government data. *Government Information Quarterly*, 34(3), 396-405.
- Galudra, G. (2019). Focusing on facilitation: Issues and challenges of capacity development in Indonesia's social forestry reforms. *Forest and Society*, 3(1), 133-136.
- Genc, E., Dayan, M., & Genc, O. F. (2019). The impact of SME internationalization on innovation: The mediating role of market and entrepreneurial orientation. *Industrial Marketing Management*, 82, 253-264.
- Goo, L., Liu, Z., Wu, Y., & Feng, W. (2020). Evaluation of recreational satisfaction of courtyard fishpond landscape based on environmental psychology. *Revista Argentina de Clinica Psicologica*, 29(1), 489-498. <https://doi.org/10.24205/03276716.2020.66>
- Goo, S. (2020). Inspiration mechanism of dance creation based on brain subconsciousness theory. *Revista Argentina de Clinica Psicologica*, 29(1), 453-460. <https://doi.org/10.24205/03276716.2020.61>
- Geng, R., Mansouri, S. A., & Aktas, E. (2017). The relationship between green supply chain management and performance: A meta-analysis of empirical evidences in Asian emerging economies. *International Journal of Production Economics*, 183, 245-258. <https://www.sciencedirect.com/science/article/pii/S0925527316302870>
- Granada, Y. A., & Mejia, J. F. (2020). ¿ La innovación genera o destruye empleos? Una aplicación para las industrias manufacturera y de servicios. *Cuadernos de Economía*, 42(122). <https://doi.org/10.32826/cude.v42i122.164>
- Habib, M. A., Bao, Y., & Ilmudeen, A. (2020). The impact of green entrepreneurial orientation, market orientation and green supply chain management practices on sustainable firm performance. *Cogent Business & Management*, 7(1), 1743616. <https://www.cogentoa.com/article/10.1080/23311975.2020.1743616>
- Hopewell, S., Witt, C. M., Linde, K., Icke, K., Adedire, O., Kirtley, S., & Altman, D. G. (2018). Influence of peer review on the reporting of primary outcome (s) and statistical analyses of randomised trials. *Trials*, 19(1), 30. <https://link.springer.com/article/10.1186/s13063-017-2395-4>
- Hussain, H. I., Kot, S., Kamarudin, F., & Mun, W., C. (2020). The Nexus of Competition Freedom and the Efficiency of Microfinance Institutions. *Journal of Competitiveness*, 12(2), 67-89. <https://doi.org/10.7441/joc.2020.02.05>
- Imran, M., Aziz, A., Hamid, S., Shabbir, M., Salman, R., & Jian, Z. (2018). The mediating role of total quality management between entrepreneurial orientation and SMEs export performance. *Management Science Letters*, 8(6), 519-532.
- Iqbal, A., Farooqi, M. T. K., & Ahmed, S. (2020). Endangered Species In Teaching Profession: Perceptions Of Male And Female Prospective Teachers About Teaching Career. *Hamdard Islamicus*, 43(3), 52-67.
- Jaiwong, N. (2019). The Roles of NGOs Working On Indigenous'land Rights Issues In Indonesia: A Case Study Of The Indigenous Peoples'alliance Of The Archipelago (Aman). MAHIDOL UNIVERSITY.
- Kamarudin, F., Ali, A., Haider, J., Qayyum, A. and Hussain, H. I. (2020) Bank Performance in MENA Region: A Perspective from Bank Efficiency, Risk-Taking Behaviour and Market Competition, *Revista Argentina de Clinica Psicologica*, 29 (3), 682 – 697. doi: 10.24205/03276716.771
- Kantur, D. (2016). Strategic entrepreneurship: mediating the entrepreneurial orientation-performance link. *Management Decision*.

<https://www.emerald.com/insight/content/doi/10.1108/MD-11-2014-0660/full/html>

- Kholis, A., Fatma, A., Maksum, A., & Bukit, R. (2016). Determinants of corporate social performance (CSP) through corporate social responsibility (CSR) of foreign investment companies (PMA) in Indonesia. *International Journal of Economic Research*, 13(05), 2005-2027.
- Kim, J., Jeong, B. G., Roh, H., Song, J., Park, M., Lee, D. C., . . . Lee, C. (2016). Influence of External Pressure on the Performance of Quantum Dot Solar Cells. *ACS applied materials & interfaces*, 8(36), 23947-23952. <https://pubs.acs.org/doi/abs/10.1021/acsami.6b07771>
- Laraswati, D., Rahayu, S., Pratama, A., Soraya, E., Sahide, M., & Maryudi, A. (2020). Private forest in facing the timber legality regime in Indonesia: the NGOs' role. *E&ES*, 449(1), 012053.
- Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*: Guilford Publications.
- Maria, D., & Meiliana, R. (2018). Improving Financial Performance to Social Disclosure of Sharia Bank Performance Based on Islamic Social Reporting Index. Paper presented at the Prosiding International conference on Information Technology and Business (ICITB). <https://jurnal.darmajaya.ac.id/index.php/icitb/article/view/1041>
- Masterpole, Z. C., Teleposky, E. R., Thompson, J. A., & Zaghoul, S. E. (2019). Value Chain Analysis in Lampung Province, Indonesia.
- Mayanja, S., Ntayi, J. M., Munene, J., Wasswa, B., & Kagaari, J. R. (2020). Ecologies of innovation as a mediator between nexus of generative influence and entrepreneurial networking among small and medium enterprises in Uganda. *Journal of Small Business & Entrepreneurship*, 1-27. <https://www.tandfonline.com/doi/abs/10.1080/08276331.2020.1764731>
- Muhammad Auwal, A., Mohamed, Z., Nasir Shamsudin, M., Sharifuddin, J., & Ali, F. (2020). External pressure influence on entrepreneurship performance of SMEs: a case study of Malaysian herbal industry. *Journal of Small Business & Entrepreneurship*, 32(2), 149-171.
- Omer, W., Aljaaidi, K. (2020). The association of entrepreneurial education and support with entrepreneurial intention at Northern Border University: The case of students from College of Business Administration. *Entrepreneurship and Sustainability Issues*, 8(1), 555-572. [http://doi.org/10.9770/jesi.2020.8.1\(39\)](http://doi.org/10.9770/jesi.2020.8.1(39))
- Papadas, K.-K., Avlonitis, G. J., Carrigan, M., & Piha, L. (2019). The interplay of strategic and internal green marketing orientation on competitive advantage. *Journal of business research*, 104, 632-643. <https://www.sciencedirect.com/science/article/abs/pii/S0148296318303217>
- Prawoto, N., & Basuki, A.T. (2020). The Influence of macroeconomic variables, processing industry, and education services on economic growth in Indonesia. *Entrepreneurship and Sustainability Issues*, 8(1), 1029-1040. [http://doi.org/10.9770/jesi.2020.8.1\(69\)](http://doi.org/10.9770/jesi.2020.8.1(69))
- Pusparini, E. S., Soetjipto, B. W., Rachmawati, R., & Sudhartio, L. (2018). Stakeholder Pressure and Its Effect on Environmental Proactiveness and Firm Performance: The Mediating Role of Dynamic Managerial Capabilities. *Pertanika Journal of Social Sciences and Humanities*, 26(August), 197-212.
- Rahman, I. (2019). Corporate sustainability performance of the Readymade Garments industry in Bangladesh: impact of organisational pressures and sustainability management control system. *Aston University*. <https://onlinelibrary.wiley.com/doi/abs/10.1111/ilr.12152>
- Roxas, B., Ashill, N., & Chadee, D. (2017). Effects of entrepreneurial and environmental sustainability orientations on firm performance: A study of small businesses in the Philippines. *Journal of Small Business Management*, 55(sup1), 163-178.
- Salahshour, S., & Fallah, F. (2018). Elastic collapse of thin long cylindrical shells under external pressure. *Thin-Walled Structures*, 124, 81-87. <https://www.sciencedirect.com/science/article/abs/pii/S0263823117302720>
- Sharma, S., Yadav, S., & Sharma, R. (2017). Thermal creep analysis of functionally graded thick-walled cylinder subjected to torsion and internal and external pressure. *Journal of Solid Mechanics*, 9(2), 302-318.
- Sabir, F., & Hussin, F. (2020). Leadership Styles, Motivation Factors and Performance Appraisal As Predictor Of Teachers'job Satisfaction. *Hamdard Islamicus*, 43(3), 42-51.
- Shaukat, A., Qiu, Y., & Trojanowski, G. (2016). Board attributes, corporate social responsibility strategy, and corporate environmental and social performance. *Journal of Business Ethics*, 135(3), 569-585. <https://link.springer.com/article/10.1007/s10551-014-2460-9>
- Shen, H.-S., & Xiang, Y. (2018). Postbuckling of functionally graded graphene-reinforced composite laminated cylindrical shells subjected to external pressure in thermal environments. *Thin-Walled Structures*, 124, 151-160.
- Silverman, D. (2016). *Qualitative research*: Sage.
- Uda, S. K., Schouten, G., & Hein, L. (2018). The institutional fit of peatland governance in Indonesia. *Land use policy*. <https://doi.org/10.1016/j.landusepol.2018.03.031>
- Vinichenko, M.V., Melnichuk, A.V., & Karácsony, P. (2020). Technologies of improving the university efficiency by using artificial intelligence: motivational aspect. *Entrepreneurship and Sustainability Issues*, 7(4), 2696-2714. [http://doi.org/10.9770/jesi.2020.7.4\(9\)](http://doi.org/10.9770/jesi.2020.7.4(9))
- Wijethilake, C. (2017). Proactive sustainability strategy and corporate sustainability performance: The mediating effect of sustainability control systems. *Journal of environmental management*, 196, 569-582.
- Wilhelm, M. M., Blome, C., Bhakoo, V., & Paulraj, A. (2016). Sustainability in multi-tier supply chains: Understanding the double agency role of the first-tier supplier. *Journal of Operations Management*, 41, 42-60.

- Wichitsathian, S., Nakruang, D. (2019). Knowledge integration capability and entrepreneurial orientation: case of Pakthongchai Silk Groups Residing. *Entrepreneurship and Sustainability Issues*, 7(2), 977-989. [http://doi.org/10.9770/jesi.2019.7.2\(13\)](http://doi.org/10.9770/jesi.2019.7.2(13))
- Yalcin, I., & Ramazanoglu, F. (2020). The Effect of Imagery Use on the Self-Confidence: Turkish Professional Football Players. *Revista de Psicologia del Deporte*, 29(2), 57-64
- Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production*, 204, 965-979. <https://www.sciencedirect.com/science/article/abs/pii/S0959652618327768>

AGUSSANI

<https://orcid.org/0000-0002-9070-724X>

A. AKRIM

<https://orcid.org/0000-0002-5185-7296>

This work is licensed under the Creative Commons Attribution International License (CC BY).

<http://creativecommons.org/licenses/by/4.0/>

