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Improving Green Entrepreneurial Knowledge, Motivation And Intention, And Identifying Barriers And Opportunities Of Adoption In Tayu Tea Community

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ABSTRACT

The study aims to investigate the impact of education and training program to improve green entrepreneurial knowledge, ecological awareness, green entpreneurial motivation and intention in Tayu tea community (farmers and entrepreneurs) in Bangka region. A mixed-method approach was used, combining pretest, posttest analysis and focus group discussion to explore primary barriers and opportunities in green entrepreneurship adoption. Pair t-test and wilcoxon signed-rank test were used to analyse the mean difference of pre- and posttest. Thematic analysis was used to analyse the focus group discussion result in the second step. The result found that there is a significant improvement of the green entrepreunial knowledge, awareness, motivation and intention after the intervention. The obstacles and opportunities to adaptation have also been identified in this paper. This study elucidates the necessary resources, identifies barriers to be overcome, and highlights potential opportunities that may facilitate successful adoption.

INTRODUCTION

Green entrepreneurial intention (GEI) and green innovation (GI) are critical components in mitigating environmental degradation and fostering sustainable economic development in alignment with the Sustainable Development Goals (SDGs) (Alshebami A.S, 2023; Maulana, 2023). Permen LHK No. 75/2019 additionally articulated the commitment to diminish industrial waste and facilitate the utilization of eco-friendly packaging. Green entrepreneurship (GE) serves to achieve international market objectives by addressing environmental concerns while simultaneously enhancing industrial competitiveness and productivity (Polas MRH., et al, 2022).

Notwithstanding its significance, green entrepreneurship has yet to be embraced in Indonesia due to the minimum awareness and care for the environment among corporate stakeholders.

Indonesia possesses significant potential to enhance its export volume through SMEs that offer high-quality and competitive products. In truth, numerous SMEs were unable to optimize their potential. In 2024, Indonesia's SMEs number approximately 65.5 million units, contributing 61% to the GDP. The contribution however failed to ensure the sustainability of the SMEs. According to Haryanti (2024), Indonesia's present SMEs are in poor health, exhibiting diminished production. BPS (2022) reported a decline in export and import volumes for tea, ranging from 4.75% to 8.68%, respectively. This situation may arise from the SMEs' failure to compete internationally on their variants, types, and tastes (BPS, 2022). Hence, government is urged to focus more on local tea, exploring its distinctiveness and enhancing its sustainability.

Bangka Island possesses a distinctive kind of tea cultivated in Jebus village, Bangka Barat. The distinctiveness of this tea is attributed to its cultivation at an elevation of 25 meters above sea level, although tea typically thrives at altitudes of 2000 meters above sea level (Kinapti, 2024). Kemenkumham Bangka Belitung actively coordinated efforts to establish Tayu tea as a geographical indication to ensure its preservation (Effendi, et al., 2020). Despite the promise, one hurdle faced by farmers and entrepreneurs is their lack of information regarding environmentally-friendly packaging that can preserve the quality and taste of tea.

A prior study on SMEs in Central Java indicated that the environmental awareness levels among entrepreneurs were low, approximately 17.55% and 18.45% (Bahri & Prasetya, 2020). According to research conducted by APINDO, nearly 70% of entrepreneurs were unaware of and did not comprehend the Sustainable Development Goals (SDGs), including the concept of a green economy (ICSP, 2025). Initial efforts to enhance the knowledge of farmers and entrepreneurs regarding green entrepreneurship and ecological awareness are crucial, particularly for Tayu tea entrepreneurs in Bangka. This improvement aims to foster greater motivation and intention to adopt green entrepreneurship practices, thereby increasing product value and sustainability (Pakpahan & Azhar, 2025; Ades et al., 2022).

Therefore, this study aims to evaluate the impact of education and training programs provided in the Tayu tea community on enhancing the levels of green entrepreneurial knowledge, ecological awareness, and green entrepreneurial motivation and intention among farmers and entrepreneurs. Additionally, the second aim of this study is to identify the primary barriers to green adoption and the potential opportunities that may facilitate adoption following community awareness of the green economy and green entrepreneurship.

LITERATURE REVIEW

Most recent research concentrate on entrepreneurial education and intention among students (Nuringsih and Nuryasman, 2021; Sahputri et al., 2023). Meanwhile, existing research on green economy or green entrepreneurship within the framework of small and medium firms is still scarce. This study, therefore, focuses on green entrepreneurship within Small and Medium Enterprises (SMEs). Green entrepreneurship amalgamates entrepreneurial principles with sustainable development goals (SDGs), focusing on startups that strive to mitigate environmental problems or devise environmentally friendly solutions (Tuncer and Korchagina, 2024).

The theoretical basis of this study is founded on two frameworks. The initial concept is the Theory of Planned Behavior (TPB). The hypothesis posits that individual experiential factors may directly affect their intentions (Krueger and Carsrud, 1993; Mawardi et al., 2022). This study posits that green entrepreneurship intention will enhance when individuals have adequate education and training. If the education and training program emphasizes the significance of the green economy and green entrepreneurship, ecological consciousness will enhance, as knowledge can elevate awareness (Soelaiman and Sariutami, 2024). A study by Dormido and

Agustini (2025) in Indonesia and the Philippines indicates that education, which encompasses practical experience, can enhance green entrepreneurship knowledge, motivation, and intention. Education, particularly in the context of entrepreneurship training, can significantly influence individual experiences, especially when it incorporates practical application. Direct experiences, such as practice and training, can enhance an individual's self-efficacy regarding behavior, particularly entrepreneurial intention (Amani et al., 2024). A study including 106 female entrepreneurs in SMEs in Yogyakarta revealed that entrepreneurship education training programs can enhance green entrepreneurship behavior inside these SMEs. Based on this theory and prior literature, our study hypotheses are as follows:

H1: Participants' green entrepreneurial knowledge will improve after participating in green entrepreneurship education and training program.

H2: Participants' ecological awareness will improve after participating in green entrepreneurship education and training program.

H3: Participants' green entrepreneurial motivation and intention will improve after participating in green entrepreneurship education and training program.

The second is resource-based theory. The secondary objective of this study is to investigate the obstacles or barriers that may impede the adoption of environmentally friendly entrepreneurship, or green entrepreneurship, as well as the potential opportunities that could facilitate its adoption. This idea posits that a firm's competitive advantage stems from its resources, the reconfiguration of capabilities, and the augmentation of its market position. In the Resource-Based View (RBV), capital encompasses many assets, including both tangible and intangible forms such as financial resources, physical assets, human capital, and leadership competencies (Agrawal et al., 2024). The Resource-Based View (RBV) paradigm asserts that a firm's resources, encompassing both tangible and intangible assets, can provide a substantial source of competitive advantage (Chadwick and Flinchbaugh, 2021). Entrepreneurs can mitigate resource gap constraints by leveraging their current resources (Khairy et al., 2023; Wang et al., 2023). Strategic management is essential, as entrepreneurs often encounter constraints stemming from limited resources, a prevalent issue for businesses (Etemad, 2020). The Resource-Based View (RBV) hypothesis asserts that companies must focus on items that exhibit value, rarity, inimitability, and non-substitutability (VRIN) (Sahoo et al., 2023). Access to and the capacity to manipulate all resources will augment employee performance and elevate the probability of closing the resource-availability gap (Busch and Barkema, 2021).

A research by Agrawal identifies the principal impediments to adoption as financial limits, regulatory challenges, limited access to skilled labor, poor infrastructure, restricted access to technology, absence of mentorship and support, scalability concerns, elevated startup expenses, and risk aversion. Conversely, according to a study by Sanz-Torro et al. (2025), the characteristics that facilitate and promote the adoption of green entrepreneurship in SMEs include resource efficiency and the green market. Mankgele et al. (2025) asserted that information exchange could enhance the adoption of green technology within the South African context. The objective of the second aim of this study is to investigate potential prospects in the field that could facilitate the adaptation of green entrepreneurship.

METHODS

The design of this study used explanatory sequential design, a mix-method, combining quasi experimental, one group pretest-posttest design with focus group discussion. The method was conducted in two phases:

Phase 1. Quantitative approach

The quantitative phase targeted all population which include in Tayu farmers and tayu entrepreneurs. Fourthy participants attended a three-hour training and workshop about green

economy knowledge and practices of green innovation examples, particularly sustainable packaging in Tayu tea products. The program involved stakeholders from the academia and Disperindag (industry and economy local government) and SMEs local services, integrating theoretical instruction, practical demonstrations, and interactive discussions. To assess participant's knowledge, participants were asked whether they often heard about green economy. The scale used binary score (0= never; 1=ever). Secondly, they were asked how extent they understand about green economy concept, using 3-point likert scale raning from 1-3 (1=don't understand at all; 3= fully understand).

The survey also assessed participants ecological awareness, green entrepreneurship motivation and intention. The instruments was adopted from Rahayu (2024). The scaling ranges from 1=very disagree to 5=very agree. All of the participants (n=40) completed both pretest and posttest, and all paired data was analysed using paired t-test and wilcoxon analysis. At initial stage, classical assumption such as normality test and outlier test eas assesed. The result can be seen in quantitative finding section.

Phase 2. Qualitative approach

The second step is collecting qualitative through focus group discussion, to map out barriers/challenges in the green innovation adoption and opportunities to implement the innovation. Fifteen participants from Tayu tea entrepreneurs and farmers' representatives (n=6), head of village (n-2), department of industry and economy (n=3), regional development planning agency (n=2) and academics (n=2) from digital business and precision farming were involved in the FGD. The questionnaire guideline adopts questions by Agrawal et al. (2025). The analysis technique follows Rumondor et al. (2024), using thematic analysis with descriptive-explanatory approach.

RESULTS

Quantitative finding

Table 1. Descriptive characteristics of respondents

	Total (N = 40)
Age (years old)	
Mean (SD)	42.4 (14.5)
Median (Q1, Q3)	41.0 (30.0, 48.0)
Gender	
Male	3 (7.5%)
Female	37 (92.5%)
Highest education level	
No schooling	1 (2.5%)
Elementary school	4 (10.0%)
Junior Secondary	7 (17.5%)
Senior high school	25 (62.5%)
Higher education	3 (7.5%)
Length of work as Tayu entrepreneur	
< 3 years	16 (40.0%)
3-5 years	15 (37.5%)
6-9 years	2 (5.0%)
> 9 years	7 (17.5%)
Average family's income (in million	

	Total
	(N = 40)
rupiahs)	
<1,8	14 (35.0%)
1,8 - 3	22 (55.0%)
3 - 4,8	3 (7.5%)
4,8 - 7,2	1 (2.5%)

Table 1 presents the descriptive statistics of the study. The data indicate that the predominant demographic in the Tayu tea community was female, comprising 92.5% of the population, with a mean age of 42.4 years (SD = 14.5). The results indicated that entrepreneurs in the tayu tea sector were predominantly of productive age. The educational attainment of entrepreneurs predominantly consists of middle school education (62.5%), with only 7.5% having pursued higher education. Half of the respondents considered tayu tea a relatively new endeavor, having been introduced within the last five years. Most respondents report a familial income ranging from 1.8 to 3 million rupiahs per month (55%), suggesting that the Tayu tea community comprises low- and middle-income families.

Table 2. Normality test result

Variable	Obs	W	V	z	Prob>z
Green knowledge	40	0.992	0.300	-2.534	0.994
Ecological awareness	40	0.980	0.796	-0.481	0.685
GE motivation	40	0.942	2.275	1.730	0.042
GE intention	40	0.972	1.099	0.198	0.421

The normality test result demonstrates normality indices for all of variable (p>0.05), except green entreprneurial motivation. The result justifies the use of paired sample t-test for the three variables, and wilcoxon signed-rank test for non-normal data (GE motivation). Table 3 explains the result of chi-square analysis, t-test and wilcoxon analysis. The finding shows that there was an increase of knowledge level before and after education intervention. Before the program held, the majority of respondents (70%) said that they never heard about green economy and did not know the concept at all. After participating the program, the proportion of respondents who answered fully understand the definition of green economy significantly increase to about 47.5%, and there were no more respondents who answered “did not understand at all”. Hence H1 is supported.

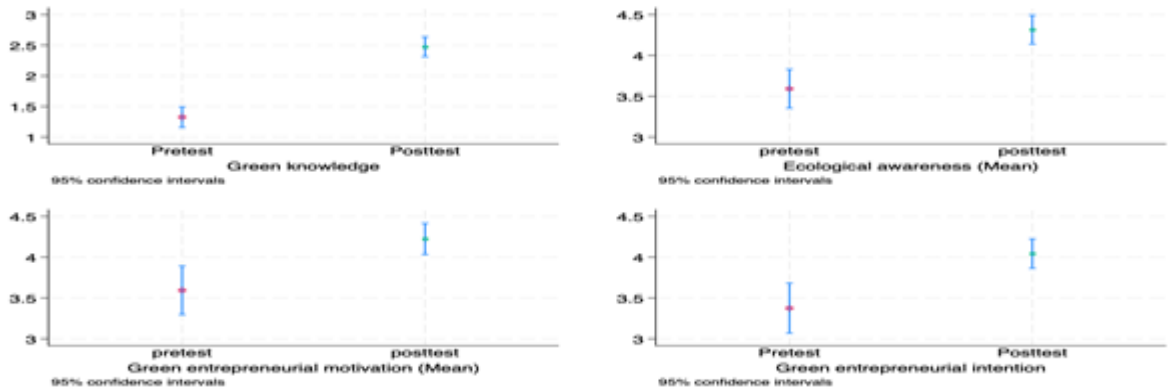
Table 3. Paired t-test and chi-square analysis

	Pretest	Posttest	Total			
	(N = 40)	(N = 40)	(N = 80)	p-value	Meandiff	Paired-ttest
Have you ever heard green economy term?						
Never	28 (70.0%)		28 (70.0%)			
Ever	12 (30.0%)		12 (30.0%)			
I understand the meaning of green economy				<0.001	1.15	<0.001

	Pretest (N = 40)	Posttest (N = 40)	Total (N = 80)	p-value	Meandiff	Paired-ttest
Don't understand at all	28 (70.0%)	0 (0.0%)	28 (35.0%)			
Slightly understand	11 (27.5%)	21 (52.5%)	32 (40.0%)			
Fully understand	1 (2.5%)	19 (47.5%)	20 (25.0%)			
Ecoawareness				<0.001	0.75	<0.001
Mean (SD)	3.59 (0.75)	4.32 (0.55)	3.95 (0.75)			
Median (Q1, Q3)	3.5 (3.3, 4.0)	4.3 (4.0, 4.7)	4.0 (3.3, 4.7)			
Min, Max	2.0, 5.0	3.0, 5.0	2.0, 5.0			
Green motivation				0.001	0.63	<0.001
Mean (SD)	3.59 (0.93)	4.22 (0.60)	3.91 (0.84)			
Median (Q1, Q3)	3.5 (3.0, 4.0)	4.1 (4.0, 4.8)	4.0 (3.0, 4.6)			
Min, Max	1.0, 5.0	3.0, 5.0	1.0, 5.0			
Green enterpreneurial intention				<0.001	0.66	<0.001
Mean (SD)	3.38 (0.96)	4.04 (0.56)	3.71 (0.85)			
Median (Q1, Q3)	3.0 (3.0, 4.0)	4.0 (4.0, 4.5)	4.0 (3.0, 4.2)			
Min, Max	1.0, 5.0	3.0, 5.0	1.0, 5.0			

The enhancement of participants' knowledge correlates with the improvement scores in ecological awareness, green motivation, and green entrepreneurial intention. Figure 1 illustrates that the average score of ecological awareness rose from 3.59 to 4.32 (mean difference = 0.75; $p < 0.001$), green motivation increased from 3.59 to 4.22 (mean difference = 0.63; $p < 0.001$), and green entrepreneurial intention improved from 3.38 to 4.04 (mean difference = 0.66; $p < 0.001$). The paired t-test results indicate significant differences ($p<0.001$), suggesting that the educational program and training effectively enhanced environmental awareness, motivation, and green entrepreneurial intention among participants. H2 and H3 are supported accordingly.

Figure 1. Mean comparison pre- and post-test



Qualitative findings

The qualitative phase aimed to understand the barriers and possible opportunities in adapting green economy in the context of tayu tea, Bangka. The focus discussion had concluded several key takeaways of the implementation of green entrepreneurship in tea tayu as can be seen in Table 4 and 5.

Barriers of green innovation adoption

The barriers of the green entrepreneurship adoption are categorised into several aspects through thematic analysis, as can be seen in Table 4, including limited access to finance and facilities, lack of continues support from government up to limited social media promotion and digitalisation.

Table 4. Barriers of green economy adoption

No	Aspects	Explanation	Example of statements
1	Limited access to financing and production facilities	Farmers required additional fundings to provide hygiene and efficient production machines (e.g., modern tea leaf dryer)	"We actually need an additional funding to buy better facilities. We still use traditional tools such as drying tea which is conducted manually. Hpefully we can get better tool so that our process could be more hygiene and efficient" (S, 41) "Village government body could propose an additional funding through local parliament agency to get financial support or marketing facilities from local government" (E, 35)
2	Lack of continues support from government	Since 2021, there is no active assistance for Tayu tea community and there is no regulation at all about green economy	"Indeed, in our department, there is no formal regulation about green economy, even in the upper-level body, no clear regulation has been created about the green economy. So, its like a new thing here" (B, 45) "There is no assitance since 2021 for us, such as training, finance and even marketing facilities, such as packaging innovation" (D, 35)
3	Innovation cost	Costs to implement innovation, such as sustainable packagings were too high	"We already tried to promote better packing, using glasses for example. But, the price were higher, and the distributors and retailers didn't want to purchase that due to the price" (S, 41)
4	Availability of resources for innovation	The wood for sustainable packaging was not available in Bangka	"For making green packaging innovation, the resources have to be imported from the other region, as in Bangka, the resource quality (wood for packaging) is different with the example. Maybe we could alter the packaging using "Besek". It was also sustainable" (N, 34)
5	Marketing and distribution	No investor and product aggregator that can sell the products at a wider market	"We have lack of investor and bigger product aggregator that can help distribute our products. Meanwhile, product adulteration cases that had ever happened reduced consumer's trust, so It is kinda difficult to build our reputaion back" (U, 29).

6	Technological resistance	Farmers' concern about reduced tastes and qualities due to technology innovation	"We have already tried collaborating with academician from Polmanbabel to build technology so that our production process could be done using machine and did not proceed the tea manually, but, the taste and quality were reduced. Maybe we could accept technology if they can ensure maintaining the quality and taste" (S, 41)
7	Limited Social media promotion and digitalisation	Marketing was still conducted conventionally, online platform usage such as shopee was not optimum	"Our marketing was still held traditionally. The use of online platform such as Shopee or the other social media actually had been started, but it was still not succesful. We still relied on direct promotion and through expo events." (H, 37)

Source: Data Processed, 2025

b. Possible Opportunities

The opportunities that can support the adoption of green entrepreneurship are categorised into six main aspects, including environment-friendly process that they have been done, institutional support through BUMDes, up to eco-tourism potential.

Table 5. Possible opportunities in green economy adoption

No	Aspects	Explanation	Example of statements
1	Environmental-friendly production process	Tayu tea is produced without chemical materials, using leaf compost without using dangerous waste	"We already use organic compost from leaves. Meanwhile, the process does not result in dangerous wastes, so it is very easy to address green economy concept or green production" (K, 42)
2	Local uniqueness and Geographical indication potential	The uniqueness of the tea and geographical indication endeveour could be an opportunity to get market, legal recognition and added aconomic value	"Developing this geographical indication protection society for the tea is becoming important step to receive legal recognition and is expected to improve the economical value for the tea". (L, 40)
3	Institutional support through BUMDes	Planning for establishing production unit through galeri desa could strengthen the value chain potential and continues promotion	"Luckily, we are currently building Galeri desa that can be used to center the production process so that it could not only benefit for the hygiene of the process but also strengten the value chains and continues promotion to everyone or stakeholders that come to this villages' (L, 40)
4	Green product diversivication potential	Innitiatives to diversify products onto the other products	"We are currently innitiating to create diversification product such as bath scrub from the tea leaves and mix tea that can open the opportunity for eco-innovation and green entrepreneurship" (S, 41)
5	Collaborative support	Collaborative supports across sectors	"The involvement of university, industry and economy body (disperindag), and PKK are

		(academics. Researchers, local government body (Disperindag), woman community (PKK)	helpful. This kind of collaboration could open the opportunities to synergise in every aspect, such as product innovations, training for farmers and entrepreneurs, research and development up to digital promotion that can expand Tayu tea market" (M, 45)
6	Eco-tourism potential	Tayu tea can be developed as educative destination that can support village branding and sustainable local economy	"For sure. Tayu tea actually has a great potential to be developed as a educative destination tourism. Through this tourism, we could introduce tea making process as well as support produc branding and sustainable local economy" (S, 41)

Source: Data Processed, 2025

DISCUSSION

This study investigates the impact of educational and training interventions on the knowledge, awareness, motivation, and intention of entrepreneurs in SMEs to adopt green economy practices in their businesses. The initial survey indicated that most entrepreneurs in SMEs were unfamiliar with the concepts of green economy and entrepreneurship. The mixed method analysis revealed that knowledge of the green economy among Tayu tea entrepreneurs significantly improved following the program implemented by the researchers. This finding is consistent with recent studies on the effectiveness of experiential learning through practice and focus group discussions in enhancing students' knowledge of entrepreneurship in China and Malaysia (Wang et al., 2025; Rong et al., 2025). This aligns with the participants' ecological awareness, which has enhanced concurrently with their knowledge improvement.

The influence of knowledge gained from training interventions also affects participants' motivation and intention to adopt the concept of green entrepreneurship in their businesses. The findings indicate that following the intervention, motivation to adopt a green economy and the intention to alter business processes have significantly improved. This finding aligns with previous research that connects knowledge, self-efficacy, and entrepreneurial intention, including studies by Rahmanto et al. (2024) and Ghi and Van (2025). Prabowo et al. (2022) indicated that knowledge of cognition, or sustainability awareness, may influence green entrepreneurial intention.

Nevertheless, the study revealed that, despite a notable enhancement in motivation and intention, the average score remains below the maximum. Several respondents exhibited a decrease in motivation and intention following their participation in the education and training program. The varied responses of the participants may lead to suboptimal enhancement of intention. In the discussion section, some participants indicated that awareness of green entrepreneurship suggests that achieving innovation is challenging and time-consuming, necessitating established and substantial resources. They also noted the presence of numerous obstacles in their fundamental production processes and marketing efforts. This study conducts follow-up training via focus group discussions to investigate barriers and potential key enablers to adoption.

The focus group discussion revealed several barriers to the adoption of green entrepreneurship, which may impede implementation despite awareness of the adoption process. The majority of participants identified several key barriers to green adoption, including limited access to financing, the need for compatible technology to optimize production, insufficient support from local government, high innovation costs, resource availability issues, marketing and distribution challenges, and inadequate social media optimization. These findings align with those of Agrawal et al. (2025), who identified financial constraints, regulatory hurdles,

inadequate infrastructure, limited access to technology, lack of support, high initial costs, product development obstacles, and scalability issues. Conversely, several opportunities exist to facilitate adoption, including the use of environmentally friendly compost in production processes, local uniqueness and geographical indicators that enhance market value, support from BUMDes as stated by Ihsanda and Dhewanto (2025),, potential for product diversification, and opportunities in eco-tourism as proposed by Hapsari (2022). This finding is consistent with resource-based view theory (Mailani et al., 2024), which posits that for the implementation of new changes, such as green economy adaptation, entrepreneurs must ensure that their organizations possess the necessary capacities or resources to facilitate this adaptation.

This study elucidates the necessary resources, identifies barriers to be overcome, and highlights potential opportunities that may facilitate successful adoption. The theoretical contribution of this study is the integration of planned behavior theory and the resource-based view to elucidate behavioral intention within the context of entrepreneurship research. This study indicates that education and training, governmental support, and stakeholder collaboration are essential for facilitating the adoption of a green economy. Therefore, it is recommended that policymakers facilitate the implementation of green entrepreneurship within the context of SMEs by alleviating financial constraints, establishing clear policies at the local level, offering ongoing assistance and education, providing technological support, and fostering collaboration across sectors.

CONCLUSION

This study has revealed a limited understanding of green knowledge among Tayu tea entrepreneurs prior to the educational and training intervention. Following three hours of education and training, there was a significant increase in knowledge, ecological awareness, green entrepreneurship motivation, and intention. Furthermore, the study identified the principal barriers and opportunities associated with the adoption of green entrepreneurship within the community. The barriers encompass financial constraints, compatibility of technology, insufficient government support, innovation costs, resource availability, and limited social media utilization. Conversely, the opportunities include environmentally friendly processing, product uniqueness, local support, potential for product diversification, and eco-tourism prospects, which could facilitate successful adoption.

LIMITATION

The limitation of this study is found in the restricted sample size, which encompasses merely 40 entrepreneurs. Consequently, this may restrict the applicability of this finding within a wider context of small and medium-sized enterprises. A context-specific focus solely on the Tayu tea community may lead to challenges in applying these findings to other sectors, including the non-food sector or rural-urban contexts.

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