International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 33 (March 2026) PP. 498-508

INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)
www.gaexcellence.com/ijemp

DYNAMIC CAPABILITY, ENVIRONMENTAL MANAGEMENT PRACTICES, AND GOVERNMENT SUPPORT AS FACTORS INFLUENCING GREEN ENTREPRENEURSHIP SUCCESS IN MALAYSIAN TOURISM SECTOR

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Article Info:

Article history:
Received date: 21.01.2026
Revised date: 12.02.2026
Accepted date: 25.03.2026
Published date: 31.03.2026

To cite this document:

Zaidey, N. S. R. A. & Saad, M. N. (2026). Dynamic Capability, Environmental Management Practices, And Government Support as Factors Influencing Green Entrepreneurship Success in Malaysian Tourism Sector. *International Journal of Entrepreneurship and Management Practices, 9*(33), 498-508.

Abstract:

The importance of green entrepreneurship as a method of enhancing sustainable development within the Malaysian tourism sector has continued to increase. However, even though numerous national sustainability efforts have been executed, the medium-sized tourism enterprises continue experiencing structural, business, and ability-associated issues that hinder the realization of green entrepreneurial triumphs. To address this gap, the present study considers the success of green entrepreneurship through the consideration of medium-sized enterprises in the Malaysian tourism sector. The data will be collected by use of a cross-sectional research design, where the researcher will concentrate on 373 companies by administering an online survey. This research study will take place with SPSS version 30.0 to perform descriptive analysis and version 4.0 of Partial Least Squares Structural Equation Modelling (PLS-SEM) version 4.0 to examine the correlation between the constructs. This study aims to discover the key antecedents of the success of green entrepreneurship empirically and explain how they are related to each other to generate evidence-based results that can enhance the process of policymaking, strategic decision-making at the enterprise level, and overall transition of Malaysia to a more resilient and sustainable tourism ecosystem.

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 33 (March 2026) PP. 498-508

DOI: 10.35631/IJEMP.933029 **Keyword:**

Dynamic Capability, Environmental Management Practices, Government Support, Green Entrepreneurship Success, Medium-Sized Enterprises

Introduction

With the deterioration of the natural environment and the instability of resources, green entrepreneurship has gained significance in many countries. The requirements of development that is aimed at sustainability and the aggravation of ecological problems caused by globalization have become more acute (Chuong et al., 2025). It is in particular the tourism sector in Malaysia, a key sector of the economy, with a reliance on natural scenery and ecotourism resources (MIDA, 2025; MOTAC, 2023). The medium-sized tourism enterprises continue to experience numerous issues, including their lack of preparedness for the new technologies, insufficient funds, and insufficient environmental proficiency (Teruel-Sanchez et al., 2025).

Worldwide, green entrepreneurship has emerged, starting as early as the organic agriculture movements, and then through clean technology and the model of the circular economy (Adamchak, 2025; Deshmukh & Tare, 2023; Olubusola Odeyemi et al., 2023). The socio-cultural and institutional complexity of the developing economies complicates these issues (Anghel & Anghel, 2022; OECD, 2025), despite such policy efforts as the Green Technology Master Plan or the Twelfth Malaysia Plan (MEGTWM, 2017; RMK12, 2021).

Most of the recent studies have been conducted in developed settings that have well-developed sustainability infrastructure (Yin et al., 2022) and, therefore, did not investigate essential variables that determine the success of green entrepreneurship in emerging economies. To address this gap, this paper integrates dynamic capability, environmental management practices, and government support in one conceptual framework to provide an explanation of green entrepreneurship outcomes in the Malaysian tourism sector in more contextual terms.

Literature Review

Dynamic capability refers to the capability of an organization to detect changes in the market and the environment, exploit them to reposition its resources in order to remain competitive in a dynamic (Teece, 2007; Teece et al., 1997). Dynamic capability helps green entrepreneurship to adapt to regulatory requirements, to be actively involved in sustainable innovation, and to respond strategically to ecological changes. According to previous studies, dynamic capability is necessary when commercializing green innovations and reducing the uncertainty in the environmentally sensitive sectors (Hällerstrand et al., 2023; Mondal & Singh, 2025).

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 33 (March 2026) PP. 498-508

Dynamic capability in the tourism sector assists companies to remain on top of the new trends in eco-tourism, embrace green technologies, and shift towards more sustainable methods in business operations. The adaptability capabilities enhance environmental legitimacy, customer trust, and organizational resilience, which are highly correlated with the success of green entrepreneurship. There is empirical evidence that supports the fact that enterprises with strong dynamic capabilities achieve better performance and sustainability outcomes (Garrido et al., 2020). Therefore, the role of dynamic capability is expected to be a determining factor of the success of green entrepreneurship in Malaysian tourism businesses.

According to Hart (1995), Environmental Management Practices involve organizational policies, procedures, and monitoring systems that are meant to reduce environmental impact and enhance sustainable use of resources. According to Expro (2024) and Sendawula et al. (2024), the implementation of environmental management practices has become an important aspect of doing business at the global level, particularly in such sectors as tourism, where the success of the business is closely related to the preservation of natural resources.

Aslam et al. (2021) and Ali et al. (2022) demonstrate that environmental management practices enhance ecological and financial performances, which is why they are of strategic importance to the companies that want to achieve sustainability. Sulich & Sołoducho-Pelc (2025) argue that the practice of environmental integration contributes to ecological resilience, business continuity in the long term, and establishes the sustainability concept as a matter of organizational culture.

Good environmental management also results in responsible governance, increased green jobs, and improved relations with the community, as De Andrade et al. (2025) also say. Environmental management practices play a critical role in the tourism sector as it enhances customer trust, brand image, and ecological sustainability, which are essential to attain success in the green entrepreneurship industry.

Thus, the sustainability-oriented business outcomes of the medium tourism businesses should be significantly enhanced by the environmental practices. Government support involves rules, financial support, infrastructural, and institutional arrangements that facilitate businesses to be environmentally friendly. According to the Resource-Based View Theory (Barney Jay, 1991), firms with limited internal resources require such assistance in order to embrace green innovation. It has been shown that government support is a quicker way to adopt technology, reduce barriers to operations, and develop green entrepreneurship (S. Wang & Zhang, 2024). The relevant authorities that promote sustainable tourism in Malaysia are numerous. MIDA, SME Corp, and MOTAC are only some of the agencies whose initiatives focus on supporting sustainable tourism using specific programs and funding schemes (MIDA, 2025). However, there are barriers like unequal policy implementation and inadequate awareness of the small and medium enterprises (SMEs) that continue to reduce the effectiveness of government support (Khaddage-Soboh et al., 2024). As it has been shown, government support has certain effects on consumer behavior and the market demand for green products (R. Li & Li, 2024), which indirectly contributes to the success of entrepreneurs.

Additionally, stakeholder involvement in the initiatives designed by the government boosts the performance of tourism small and medium enterprises (SMEs) in terms of environmental governance and sustainability (Z. Fan et al., 2024; Pham et al., 2025). Overall, the

International Journal of Entrepreneurship and Management Practices
IJEMP
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governmental aid is likely to go a long way in assisting businesses in adopting green management practices, investing in green innovation, and ultimately, succeeding in green entrepreneurship.

There are social and economic advantages of operating an environmentally friendly business in Green Entrepreneurship Success. Green entrepreneurship success is described by Schaltegger & Wagner (2011) and Yin et al. (2022) as both the achievement of financial performance and the efficiency of operations, and innovative results, as well as the stewardship of the environment and community progress. To become a successful green entrepreneur, they should have a combination of internal strategic skills, good environmental practices, and support from institutions. Therefore, a closer examination of the dynamics of the three elements of dynamic capability, environmental management practices, and the support of governments will provide us with a complete picture of the key elements of the success of green entrepreneurship in the Malaysian tourism sector.

Underpinning Theory

The three synergies theory enables this study by explaining how firms achieve success in green entrepreneurship in the tourism sector. According to the dynamic capability theory of Theory by Teece (2007) and the dynamic capability theory of Teece et al. (1997), businesses must be capable of sensing variations in the surrounding environment, seizing new opportunities, and re-aligning their resources in a bid to continue innovating.

These skills are required in industries oriented towards sustainability to cope with the alterations in the laws, replace the green technologies, and address the issues of the environment. The existence of the dynamic capability theory confirms that it is a vital theory of understanding adaptive behavior within tourism businesses, because previous studies have supported the theory of dynamic capabilities to help in the commercialization of green innovations and to enhance organizational resilience in environments that are rapidly changing (Hällerstrand et al., 2023; Mondal & Singh, 2025; Putri et al., 2025).

Secondly is the Natural Resources- Based View of Hart (1995), which argues that environmental management capabilities are strategic assets that have the potential of generating long-term competitive advantage. Pollution prevention, resource efficiency, and environmental monitoring practices of environmental management can help companies reduce the ecological impact and increase the operation and financial performance. Empirical research shows that environmental management practices enhance environmental performance, stakeholder confidence, and sustainable continuity of business (Ali et al., 2022; Aslam et al., 2021; de Andrade et al., 2025). The natural resources-based view provides a powerful reason as to why environmental management practices should be seen as one of the basic determinants of the success of green entrepreneurship in the tourism sector, where business entities are heavily dependent on natural ecosystems.

The third foundation is the Resource-Based View presented by Barney Jay (1991). It demonstrates the significance of valuable and non-substitutable resources in the performance of an organization. Government support is an external resource in the context of green entrepreneurship and empowers companies to become more innovative, compliant with environmental laws and regulations, and transform into sustainable businesses.

Malaysian evidence suggests that the presence of policy incentives, financial aid, and stakeholder engagement platforms can significantly enhance the sustainable performance of tourism SMEs (P. Fan et al., 2024; Khaddage-Soboh et al., 2024; Pham et al., 2025; S. Wang & Zhang, 2024; Yusof, 2024). The combination of dynamic capability theory, natural resources-based view, and resource-based view provides a holistic explanation of the success of tourism business in green entrepreneurship as a result of joint effort to provide by internal capabilities and external institutional support.

Conceptual Framework Suggestion

The presented conceptual framework will be built on the basis of a literature review and relevant theories. Dynamic capability is the strategic basis that allows tourism enterprises to understand environmental signals and adjust their operations to them (Sukaris et al., 2021; Teece et al., 1997). Research has established that strong adaptive and innovative potentials allow the SMEs to outperform their rivals in green entrepreneurship (Borah et al., 2025; Mondal & Singh, 2025).

Sustainability is made more probable with the help of environmental management practices that reduce waste, pollution, and environmental regulations (Expro, 2024; Sulich & Sołoducho-Pelc, 2025). The practices are also useful in eco-labelling, ISO certifications, and gaining confidence among customers, which are significant components of the tourism market. Green entrepreneurs have a good chance of succeeding due to the infrastructure, policy incentives, and confidence of the market that are provided to them by government support, as demonstrated by S. Wang & Zhang (2024), Yusof (2024), and L. Li et al. (2024). Without the assistance of institutions, SMEs can hardly embrace the use of green technologies or satisfy the requirements to engage in sustainability reporting. These three factors combined are the basis of powerful theoretical and empirical foundation of the factors behind the successful Malaysian tourism SMEs in green entrepreneurship.

Research Methodology

The research methodology adopted is a quantitative research design to examine the relationship between dynamic capability, environmental management practices, government support, and the success of green entrepreneurship in medium-sized tourism enterprises in Malaysia. The structured questionnaires based on the validated scales will be used to collect the data, including Teece (2007), Garrido et al. (2020), H. Wang et al. (2021) and Yin et al. (2022) scales. The unit of analysis is the firm, and the individuals who respond to questions are the managers or owners who are usually aware of how their company is functioning to become more sustainable. The analysis will be performed with the assistance of the Partial Least Squares Structural Equation Modelling (PLS-SEM) to reveal a comprehensive assessment of measurement and structural models.

This paper employs a quantitative and cross-sectional research design to investigate how dynamic capability, environmental management practices, government support, and the success of green entrepreneurship relate among medium-sized tourism enterprises in Malaysia. The survey-based approach was selected because it is appropriate to investigate phenomena in an organization and to collect perceptions of the managers in terms of sustainability practices. The company unit of analysis and the data are collected with owners, senior managers, or decision-makers who are directly engaged in making strategic and environmental decisions

concerning their businesses. The researcher used the stratified sampling technique to ensure representativeness in the diverse tourism sector. Officially recognized subsectors of tourism-related services in Malaysia were used to create the sampling frame.

The population was broken down into seven categories, which include accommodation services (16,948 firms), food and beverage services (165,059 firms), passenger transport services (2,592 firms), travel agencies and other reservation services (4,116 firms), cultural services (568 firms), sports and recreational services (6,102 firms), and country-specific tourism characteristic services (19,945 firms).

Stratification was used to reduce sampling bias as well as ensure that all tourism subsectors were proportionally represented so that the results could be further enhanced to enhance external validity and generalizability. It was believed that 373 medium-sized enterprises were large enough to conduct the analysis. This is a larger sample than the recommended minimum required in Partial Least Squares Structural Equation Modelling (PLS-SEM), both the ten-times rule and the statistical power requirements of complex structural equations (Hair et al., 2022). The sample was distributed proportionately through the sample among the identified strata according to the dimensions of their populations. In the current study, data were collected with the help of a structured questionnaire, which is based on the established and validated measurement scales.

Dynamic capability items were also sourced from Teece (2007) and Garrido et al. (2020). The practices of environmental management of Aslam et al. (2021) and Ali et al. (2022), governmental assistance proposed by S. Wang & Zhang (2024), and the prosperity of green entrepreneurship as described by Yin et al. (2022). Multi-item Likert-scale measures were used to operationalize all the constructs to ensure reliability and construct validity.

The data in this study were analyzed using PLS-SEM (version 4.0) due to its suitability for the analysis of research based on the need to make predictions and the ability to test complicated models with numerous latent constructs. The measurement model was tested in the present study in terms of internal consistency reliability (measuring Cronbach's alpha and composite reliability), convergent (measuring average variance extracted), and discriminant (measuring heterotrait-monotrait (HTMT) criterion) validity.

In this research, the variance inflation factors (VIF) were used to examine the potential of collinearity issues and the single factor test by Harman to examine the possibility of common method bias. Then, the structural model was tested using the path coefficient, coefficients of determination (R^2), and predictive relevance (Q^2).

Expected Findings

Based on the theoretical models and the findings of the former studies, dynamic capability is expected to have a positive influence on the success of green entrepreneurship in that it will support the adoption of green innovation and allow responding proactively to the changes in the environment. The practice of environmental management is likely to enhance the success of green entrepreneurship, as it will make businesses more sustainable and gain credibility in the market that is concerned about the environment. In addition, a strong government can be expected to provide the necessary institutional and financial resources that can help the enterprises to engage in sustainable business activities. These results show that internal

capabilities, internal practices, and external support mechanisms are jointly increasing the results of green entrepreneurship within the tourism medium enterprises of Malaysia.

Contribution of the Study

The study advances the theoretical knowledge through integrating the dynamic capability, environmental management practices, and governmental support in one conceptual framework that explains the success of green entrepreneurship. It extends the application of the dynamic capability theory, the natural resource-based perspective, and the resource-based perspective to the context of green entrepreneurship, explaining the interdependence of these perspectives. Whether it is in terms of better sustainability programs or enabling the tourism business to develop those strategic skills and environmental practices that would make them successful in the long term, it is the results that will assist policymakers.

Conclusion

To sum it up, this paper assumes that dynamic capability, environmental management practices, and government support play a key role in determining the success of green entrepreneurship in the Malaysian medium-sized tourism enterprises. The theoretical framework is based on existing theoretical perspectives and preceding empirical data that explain the interplay between the internal resources and favourable external conditions in enhancing green entrepreneur performance. The current study fills a gap in the extant literature as it focuses on medium-sized tourism enterprises in Malaysia, offering both theoretical and practical implications to enhancing the idea of sustainable entrepreneurship. The solutions render the environment clean, the company more socially responsible, and the cost of running the business more efficient. All these are meant to assist in achieving the Environmental, Social, and Governance (ESG) objectives and the Sustainable Development Goals (SDGs) of the tourism sector of Malaysia. This will assist in ensuring that the sector develops and becomes long-term and sustainable.

Acknowledgements:	The authors would like to express their sincere gratitude to Faculty of Business and Management, Universiti Teknologi MARA, for providing the necessary resources and support throughout the course of this research. Special appreciation is extended to colleagues and peers who contributed valuable insights and constructive feedback, which greatly enhanced the quality of this paper.
Funding Statement:	No Funding
Conflict of Interest Statement:	The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to the International Journal of Entrepreneurship and Management Practices (IJEMP).
Ethics Statement:	This study was conducted in accordance with ethical research standards. All procedures involving human participants were

reviewed and approved by the UiTM Research Ethics Committee, under verification status. Informed consent was obtained from all participants prior to data collection. Participation was voluntary, and respondents were assured of confidentiality and anonymity. The data collected were used solely for academic purposes.

Author Contribution Statement:

Nur Syahirunnisaa' carried out the research, wrote, and revised the article. She conceptualised the central research idea and provided the theoretical framework. Both Nur Syahirunnisaa' and Mohd Najib designed the research and supervised the research progress. Mohd Najib anchored the review, revisions, and approved the article for submission.

International Journal of Entrepreneurship and Management Practices
IJEMP
EISSN : 2600-8750
Volume 9 Issue 33 (March 2026) PP. 498-508

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