THE INFLUENCE OF TECHNOLOGICAL CAPABILITIES ON ENVIRONMENTAL BEHAVIOR: AN APPROACH FROM DYNAMIC CAPABILITY THEORY AND SOCIAL COGNITIVE THEORY

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Abstract: ***This study examines the factors that affect eco-protective behavior among food and beverage/resort workers in Nha Trang. The model assesses the mediating roles of dynamic resource management and green communication, based on Dynamic Competency Theory and Social Cognitive Theory. The data from 212 employees were analyzed using PLS-SEM in SmartPLS software. The results confirm that technological capabilities positively influence environmental behavior through both direct and indirect pathways. Green communication had a bigger effect on behavior than technical factors did. It looks like giving people clear information helps them learn about and live by sustainable values. The results show that a coordinated mix of technology infrastructure and communication strategy is needed for green transformation.***

• Keywords: *technological competence, environmental behavior, green communication, dynamic resource management.*

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1. Introduction

In 2024, the amount of CO_2 in the air around the world hit an all-time high of 423.9 ppm, which is 152% more than it was before the Industrial Revolution. The years 2015 to 2025 have been named the hottest 11-year period in recorded history, and this will have long-lasting effects on the oceans and cryosphere systems. The number of extreme weather events has gone up, which caused the global economy to lose $131 -135 billion in the first half of 2025.

These circumstances exert pressure on the accommodation and food service (F&B/Resort) industry, which is both resource-intensive and susceptible to environmental fluctuations. Ecosystem degradation and plastic waste pollution jeopardize food security and diminish the appeal of coastal tourist destinations. These circumstances necessitate modifications in environmental conduct among employees and organizations to mitigate adverse effects. For service businesses, integrating adaptation strategies and adopting green technologies is necessary to transition to a sustainable operating model and reduce emissions.

Technological capability has been recognized as a strategic resource that influences competitive advantage and productivity (Tsai, 2004). Empirical evidence indicates that strong technological capabilities, particularly digital capabilities, help organizations optimize operational efficiency and support innovation in volatile market environments (Heredia et al., 2022). According to Dynamic Capability Theory, technological capability enables enterprises to restructure resources to adapt to new challenges (Yeon et al., 2021). However, the direct relationship between technological capability and environmental behavior remains a controversial topic and has not yet reached a consensus in academia (Martínez-Caro et al., 2020). Several studies indicate that possessing modern technology does not automatically lead to actual environmental protection actions (Usai et al., 2021). Conversely, over-reliance on technological solutions sometimes creates a sense of dependence, reducing the will to implement eco-saving behaviors or sacrificing personal interests for the sake of sustainability (Poortinga et al., 2004; Gigliotti, 1994). The absence of research explaining the mechanisms through which technological potential is converted into green actions represents a gap in environmental governance theory (Yuriev et al., 2020).

Identifying mediating mechanisms that connect technological capabilities with environmental behavior is therefore necessary. Dynamic resource management may enable organizations to coordinate green resources

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on existing technological platforms (Anwar et al., 2020). Simultaneously, green communication may reduce information asymmetry, thereby internalizing technological values into ethical obligations for individuals (Ha et al., 2022; Crapa et al., 2024). An integrated model encompassing both management and communication aspects has not yet been developed. This study, therefore examines how technological capabilities are converted into sustainable behavioral outcomes.

2. Theoretical Basis

2.1. Dynamic Competency Theory and Social Cognitive Theory

Dynamic capability theory explains an organization's ability to integrate and restructure resources in response to a changing environment (Teece et al., 1997; Heredia et al., 2022). In this context, technological capacity is a high-level strategic resource that gives you the knowledge and technical infrastructure you need to predict change and keep your competitive edge (Yeon et al., 2021; Wang, 2007). A strong technological base lets businesses use dynamic resource management systems that coordinate resources, automate the monitoring and adjustment of material and energy flows, and meet environmental protection standards (Sahoo et al., 2012; Usai et al., 2021).

Social cognitive theory examines human functioning via the interplay of individual, behavioral, and environmental factors (Bandura, 1986). This theory stresses self-regulation, which means that people control their own actions to get the results they want instead of just going along with what happens (Bandura, 2001). Green communication serves as an environmental catalyst that diminishes information asymmetry, enhances self-efficacy, and elevates awareness regarding the repercussions of individual actions (Ha et al., 2022; Bandura, 1997). When people think that what they do has a positive effect, they may feel morally obligated to do certain things to help the environment (Homburg et al., 2006; Huang, 2016).

Dynamic Competency Theory explains how systems work and how governance can be flexible (Yeon et al., 2021). Social Cognitive Theory, on the other hand, looks at how psychological processes turn organisational cues into motivational drivers for action (Sawitri et al., 2015). To convert technological competence into long-lasting environmental behaviour, it is important to combine resource management systems with communication tools that affect how people see things (Tiet Tong Tuyen et al., 2026; Yuriev et al., 2020).

Research Hypothesis

Technological capability is a strategic resource that helps businesses build flexible governance systems by giving them the technical infrastructure and know-how they need (Yeon et al., 2021; Heredia et al., 2022). Dynamic Capability Theory says that this base supports three activities: finding new resources, using eco-friendly solutions, and changing how things are done to stay ahead of the competition (Teece et al., 1997; Crapa et al., 2024). Advanced technical skills may enhance resource utilization, reduce governance errors, and ensure that resource flows adhere to environmental standards (Usai et al., 2021; Sahoo et al., 2012). So, being good with technology might make it easier to manage resources.

Hypothesis 1: Technological capabilities positively influence dynamic resource management.

According to Yeon et al. (2021) and Candrasa et al. (2020), technological capability is the foundation that determines the authenticity of sustainable communication strategies by providing empirical evidence from digitized data systems and clean production processes. From the perspective of Social Cognitive Theory, advanced technical capabilities strengthen self-confidence, enabling businesses to confidently disclose transparent environmental commitments and avoid accusations of green bleaching (Bandura, 1997; Ha et al., 2022). The interaction between technical infrastructure and organizational behavior allows for real-time information transmission, reduces information asymmetry, and positively shapes the perceptions of stakeholders (Huang, 2016; Crapa et al., 2024). Therefore, technological capability is a prerequisite for promoting effective green communication.

Hypothesis 2: Technological capability positively impacts green communication.

Technological capability can directly motivate environmentally protective behaviors by providing tools and facilitating the reconfiguration of operational processes (Yeon et al., 2021; Teece et al., 1997). Social Cognitive Theory posits that modern technology can augment self-efficacy, allowing individuals to perceive greater control over negative outcomes and to adopt environmental standards as moral imperatives (Bandura, 1986; Tiet Tong Tuyen et al., 2026). Enhancing technical performance may mitigate the tension between economic advantages and environmental stewardship, rendering eco-friendly initiatives a feasible strategic option (Chen and Chang,

2013; Lange and Dewitte, 2019).

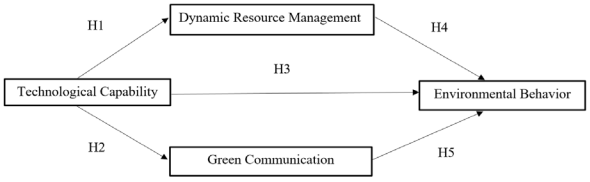
Hypothesis 3: Technological capabilities positively influence environmental behavior.

Companies use dynamic resource management as a strategic way to reach their environmental goals by combining and reorganizing resources (Wang, 2007; Heredia et al., 2022). Dynamic capability theory posits that this system skillfully coordinates resources, transforming strategic commitments into synchronized operational actions across organizational tiers (Anwar et al., 2020; Nisar et al., 2021). Social Cognitive Theory asserts that a transparent governance process can foster an environment that bolsters self-efficacy and motivates employees to adopt green standards as voluntary practices (Bandura, 1997; Anwar et al., 2020). The ability to adapt and change based on feedback from the environment may help eco-friendly behaviors stay stable and consistent (Heredia et al., 2022).

Hypothesis 4: Managing resources has a good effect on how people act toward the environment.

Green communication is a way to let everyone know what an organization wants to do for the environment (Ha et al., 2022; Crapa et al., 2024). Individuals can better comprehend their environmental responsibilities and mitigate confusion within groups through clear communication (Candrasa et al., 2020). Social Cognitive Theory suggests that this informational context may enhance self-efficacy, thereby motivating individuals to adopt green norms as moral imperatives (Bandura, 1986; Tiet Tong Tuyen et al., 2026). Trusting that the organization's messages are true may help employees feel more confident about green initiatives, which could give them a psychological reason to commit to sustainable behavior (Sawitri et al., 2015).

Hypothesis 5: Green communication positively impacts environmental behavior.



3. Research Methodology

3.1. Data Collection and Sample Characteristics

This study employed a quantitative methodology via a direct questionnaire survey to evaluate hypotheses within the structural model. The participants were full-time workers at resorts and food service businesses in Nha Trang City, Vietnam, a popular tourist destination with strict rules for going green. The data collection process followed the common method bias control protocols recommended by Podsakoff et al. (2012). The questionnaire included reversed-item questions to assess response consistency. The questionnaire for collecting data had questions that were flipped to see how honest and focused the people who answered were. The final sample had 212 valid questionnaires out of a total of 226 received. This was after going through and getting rid of 14 invalid questionnaires because the answers were not consistent or information was missing. Hair et al. (2017) say that this sample size is big enough for partial least squares structural equation modeling.

3.2. Research Scales

The scales from established sources to measure all of the constructs applied for this research. Four items taken from Salisu and Abu Bakar (2020) were used to measure technological competence. Five items based on Anwar et al. (2020) were used to measure Dynamic Resource Management. Green Communication was measured using five items from Candrasa et al. (2020) and Manoj Krishnan and Arun G (2025). Finally, the Environmental Behavior variable consists of 5 observed variables extracted from Tiet Tong Tuyen et al. (2026). All questionnaires used a 5-point Likert scale, from 1 (Strongly disagree) to 5 (Strongly agree).

3.3. Data Analysis Method

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0. This method was selected for its capacity to handle models with complex structures without requiring strict normality of the sample data (Hair et al., 2019). The analysis proceeded in two stages: evaluation of the measurement model for reliability, convergent validity, and discriminant validity; and evaluation of the structural model to test the research hypotheses.

4. Results

4.1. Evaluation of the Measurement Model

The measurement model was evaluated according to the standard PLS-SEM procedure (Hair et al., 2019) using four criteria: (1) outer loading coefficients, (2) internal consistency reliability, (3) convergent validity (AVE), and (4) discriminant validity (HTMT).

4.1.1. External Loading Coefficient

Bootstrap results (n = 5,000) confirmed that most indicators achieved $\lambda > 0.700$ ($p < 0.001$). The highest loadings were TC4 ($\lambda = 0.886$), GC1 ($\lambda = 0.870$), and EB5 ($\lambda = 0.806$). TC2 ($\lambda = 0.666$) and GC3 ($\lambda = 0.524$ fell below the usual threshold but were kept because they were theoretically relevant (Table 1).

Table 1. External Loading Coefficients and Bootstrap Results

Definition	Indicator	λ	t	p
Technology Câpbility (TC)	TC1	0.753	7.243	< 0.001
	TC2	0.666	5.585	< 0.001
	TC3	0.775	9.459	< 0.001
	TC4	0.886	10.834	< 0.001
Green Communication (GC)	GC1	0.870	8.749	< 0.001
	GC2	0.683	6.139	< 0.001
	GC3	0.524	3.419	< 0.001
	GC4	0.781	8.973	< 0.001
	GC5	0.642	5.320	< 0.001
Dynamic Resource Management (DM)	DM1	0.677	n/a	n/a
	DM2	0.978	n/a	n/a
	DM3	0.450	n/a	n/a
	DM4	0.771	n/a	n/a
	DM5	0.490	n/a	n/a
Environmental Behavior (EB)	EB1	0.741	5.999	< 0.001
	EB2	0.753	9.660	< 0.001
	EB3	0.679	6.464	< 0.001
	EB4	0.691	5.787	< 0.001
	EB5	0.806	8.397	< 0.001

Source: SmartPLS 4 (n = 5,000 bootstrap samples).

4.1.2. Reliability and Convergent Validity

Cronbach's α: 0.840 -0.854; ρa: 0.851 -0.873; ρc: 0.816 -0.856 - all exceeding 0.700. AVE: TC = 0.599, EB = 0.541, GC = 0.504 (> 0.500); DM = 0.490 (acceptable as ρa and ρc meet the standard; Hair et al., 2019) (Table 2).

Bảng 2. Độ Tin Cậy và Giá Trị Hội Tụ

Concept	Cronbach's α	ρa	ρc	AVE
Technology Câpbility (TC)	0.854	0.865	0.856	0.599
Green Communication (GC)	0.840	0.851	0.832	0.504
Dynamic Resource Management (DM)	0.843	0.873	0.816	0.490
Environmental Behavior (EB)	0.854	0.857	0.854	0.541

Source: SmartPLS 4.

4.1.3. Distinguishing Values

All HTMT coefficients were below 0.850 (maximum: HTMT[GC, EB] = 0.366; minimum: HTMT[TC, DM] = 0.245). The Fornell -Larker criterion was also satisfied: the square root of each construct's AVE (TC = 0.774; GC = 0.710; DM = 0.700; EB = 0.735) exceeded all inter-construct correlation coefficients (Table 3).

Table 3. Discriminant Validity Matrix (Fornell -Larker / HTMT)

Concept	TC	GC	DM	EB
Technology Câpbility (TC)	**0.774**	–	–	–
Green Communication (GC)	0.344	**0.710**	–	–
Dynamic Resource Management (DM)	0.245	0.333	**0.700**	–
Environmental Behavior (EB)	0.319	0.374	0.332	**0.735**

Note: Diagonal (bold) = AVE square root; bottom = inter-construct correlation. Maximum HTMT = 0.366. Source: SmartPLS 4.

4.2. Testing the Structural Model

The structural model was tested using bootstrapping (n = 5,000). Inner VIF values ranged from 1.000 to 1.230 (< 3.3), indicating no multicollinearity concerns. SRMR = 0.079 (< 0.080), confirming acceptable model fit.

4.2.1. Direct Impact

Four of the five hypotheses were supported in direct path testing. TC had a positive effect on GC (β = 0.356, p < 0.001) and on DM (β = 0.273); GC and DM each had positive effects on EB (β = 0.243 and β = 0.203, respectively). The direct TC → EB path (β = 0.177) was not statistically significant, as 95% bias-corrected confidence intervals included zero, suggesting that indirect pathways were the primary mechanism (Table 4).

Table 4. Results of Direct Impact Assessment

Relationship	β	t	p	f^2	95% BC CI	Result
TC → GC	0.356	3.874	0.000	0.145	[0.162; 0.523]	Accepted
TC → DM	0.273	–	–	0.081	[0.130; 0.426]	Accepted
GC → EB	0.243	–	–	0.061	[0.038; 0.436]	Accepted
DM → EB	0.203	–	–	0.045	[0.029; 0.355]	Accepted
TC → EB	0.177	–	n.s.	0.034	[-0.032; 0.365]	Denied*

Note: (*) 95% of BC CI includes 0 → not statistically significant. Source: SmartPLS 4

4.2.2. Mediating Effects

The total indirect effect TC → EB was β = 0.142 (95% BC CI [0.061; 0.262]). The TC → GC → EB pathway yielded β = 0.087 (BC CI [0.017; 0.203]); the TC → DM → EB pathway yielded β = 0.055 (BC CI [0.012; 0.123]). Both confidence intervals excluded zero, confirming full mediation (Table 5).

Table 5. Results of Bootstrapping Analysis (n = 5,000)

Indirect relationship	β	95% CI [Percentile]	95% CI [BC]	Result
TC → GC → EB	0.087	[0.013; 0.195]	[0.017; 0.203]	Accepted
TC → DM → EB	0.055	[0.013; 0.124]	[0.012; 0.123]	Accepted
Total indirect TC → EB	0.142	[0.063; 0.265]	[0.061; 0.262]	Accepted

Note: BC = Bias-Corrected. Source: SmartPLS 4.

4.3. Predictive Power of the Model

The model explains 21.5% of the EB variance (R^2 = 0.215; R^2adj. = 0.204 — average according to Hair et al., 2019), 12.7% of the GC variance (R^2 = 0.127; R^2adj. = 0.123), and 7.5% of the DM variance (R^2 = 0.075; R^2adj. = 0.070). Effect size f^2: TC → GC = 0.145 (average); TC → DM = 0.081; GC → EB = 0.061; DM → EB = 0.045; TC → EB = 0.034 (weak -small). The small f^2 coefficients in the component pathways converge to a significant overall indirect impact (β = 0.142), confirming the suitability of the dual-intermediate model design.

5. Discussion

The results confirm that technological capability had a direct positive effect on dynamic resource management and green communication, consistent with Heredia et al. (2022) and Tsai (2004), who found that technical infrastructure supports efficient operational processes and monitoring systems. Even though the direct impact of technology on environmental behavior was less significant than the indirect effects, it was still an essential prerequisite for achieving ecological

objectives (Yeon et al., 2021).

Anwar et al. (2020) found that being flexible with how resources are used helps turn strategic commitments into real actions at F&B and resort establishments. This is in line with the role of dynamic resource management in encouraging green behavior. Green communication was recognized as the most significant predictor of environmental behavior, aligning with the findings of Huang (2016) and Candrasa et al. (2020). Transparent information dissemination seemed to foster trust, mitigate information asymmetry, and promote employee engagement in conservation initiatives (Crapa et al., 2024).

The predictor with the strongest path coefficient was green communication.. With the strongest path coefficient among the predictors, this result supports Bandura's (1986) Social Cognitive Theory. In the F&B and resort context of Nha Trang, where inter-departmental interaction is frequent, transparent environmental messaging not only transmits knowledge but may also help build employees' sense of self-efficacy (Sawitri et al., 2015). These results suggest that communication strategy may be more effective in changing environmental behavior than technological investment alone in hospitality service environments.

The model accounted for 21.5% of the variance in environmental behavior. While this proportion is modest relative to manufacturing industries, it is meaningful in service sectors such as F&B/Resorts, where individual behavior is shaped by numerous external factors. Technological capabilities influenced environmental behavior both directly and through flexible governance structures and cognitive orientation mechanisms.

Conclusion

This study examined the multi-level influence of technological capabilities on environmental behavior in the service industry in Nha Trang. The findings identify the mechanisms through which technological capabilities shape employees' eco-protection behavior. Technological capabilities influenced environmental behavior both directly and indirectly, through dynamic resource management and green communication. The most important thing that changed people's behavior was green communication. This implies that providing individuals with explicit information may facilitate the internalization of ecological values. lexible resource allocation helped turn technological potential into efforts to protect the environment. These results show that a green transformation won't work unless you use good information strategies, flexible management processes, and a strong technical infrastructure.

There are some problems with the study. Cross-sectional data constrains the identification of enduring causal relationships. Subsequent research ought to utilize longitudinal methodologies to monitor behavioral modifications affected by technology and governance over time. The model explained 21.5% of the differences in environmental behavior, which means that more factors need to be looked into. Future research may integrate constructs such as green organizational culture, environmental strategy, or organizational homogeneity to enhance explanatory power. The present sample is confined to the service sector in Vietnam, potentially impeding generalizability. Expanding the focus to include resource-intensive industries or performing cross-national comparisons would improve the evaluation of the findings' robustness across various contexts.

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