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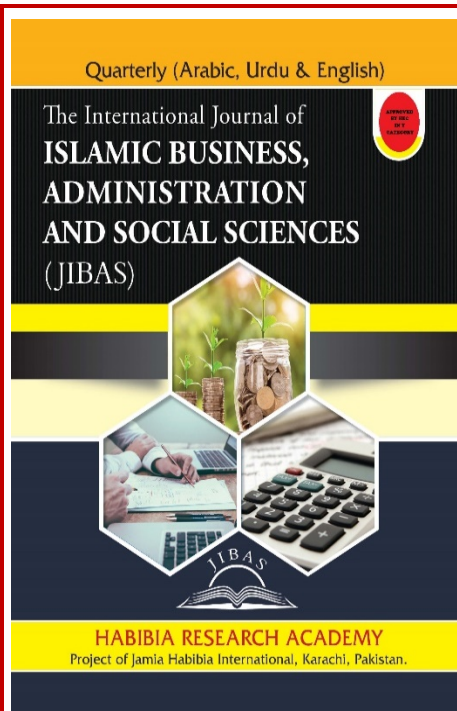
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TOPIC:

GREEN ENTREPRENEURIAL SELF-EFFICACY, GREEN KNOWLEDGE SHARING AND ENVIRONMENTAL PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES WITH MODERATING EFFECTS OF LEADER SUPPORT AND GREEN VALUES

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GREEN ENTREPRENEURIAL SELF-EFFICACY, GREEN KNOWLEDGE SHARING AND ENVIRONMENTAL PERFORMANCE OF SMALL AND MEDIUM-SIZED ENTERPRISES WITH MODERATING EFFECTS OF LEADER SUPPORT AND GREEN VALUES

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ABSTRACT:

Purpose: *This study aims to observe the impact of Green entrepreneurial self-efficacy, employee engagement in sustainability practice, and green knowledge sharing has a substantial and positive contribution to environmental sustainability performance.*

Originality/values: *The goal of this research is to* **Design /Methodology:** *The present investigation used a blend of cross-sectional and mediation analysis. Convenience sampling has been used in the following study. The study employed partial least squares structural equation modeling (PLS-SEM) together with sophisticated PLS software to evaluate the hypo study. A population sample of 301 individuals was chosen, consisting of 224 males and 77 females.*

Findings: *The findings suggest that the presence of a green knowledge-sharing culture influences the link between green environmental sustainability performance (ESE) and employee engagement in sustainability practice (EESP), green innovation (GI), green knowledge sharing (GKS), and green environmental performance (GEP). The research queries were analyzed using a quantitative methodology.*

Research Limitations: *This study examines the influence of environmentally sustainable entrepreneurship (ESE) on the economic, social, and environmental outcomes of firms.*

Practical Implications: *Promoting a culture of knowledge sharing that centers on environmental sustainability serves as an exemplary method for organizations to foster employee collaboration and innovation to improve our understanding of green innovation and the culture of sharing green knowledge inside an industry.*

KEYWORDS: *Green entrepreneurial self-efficacy (GESE), green knowledge sharing culture (GKSC), green innovation (GI), human resource management, leadership support (LS), individual green values (IGV)*

INTRODUCTION:

Modern firms have drastically changed how they use sustainability, green information exchange, and green entrepreneurial self-efficacy (Al-Abbadi & Abu Rumman, 2023). Companies must recognize the worsening environmental situation and collaborate to develop a global green infrastructure network to address the most pressing environmental concerns. This involves green corporate practices and natural resource loss or protection. More organizations are adopting green practices to gain a competitive edge and improve consumer satisfaction. Businesses' conscience and customers' increased interest in eco-friendly products are driving the trend (Adriana et al., 2020).

Green environmental standards compel enterprises to follow worldwide benchmarks and adopt more sustainable business practices (Ahmed et al., 2022). A green entrepreneur has green entrepreneurial self-efficacy, which means they can earn while protecting the environment. According to Ediagbonya, academics are studying "green self-efficacy" and

"green entrepreneurial self-efficacy" because they are identical in the literature (Ahmed et al., 2022). Self-efficacy is confidence in one's ability to attain a goal. Self-efficacy is the belief that one can affect one's surroundings, intrinsic motivation, and connections.

According to Yang Gao, environmental protection and green innovation have grown in importance. This study examines environmental performance (EP) and green environmental sustainability efforts (GESE), integrating green purchasing habits into the analytical framework (Albrecht et al., 2021).

There are many definitions of "green entrepreneurship," but one is starting sustainable firms. Climate change has increased interest in green entrepreneurship. Due to the economic boom, public and private organizations are providing resources for green entrepreneurs, boosting their confidence, and sharing information. This is due to increased interest in green business (Alshebami, 2023). Research suggests that self-efficacy can predict future environmentally conscious business practices with all the environmental issues worldwide, entrepreneurs and businesses must promote sustainability.

Amore and Bennesen propose "green entrepreneurship" for environmentally responsible business success. This development is driven by green information exchange and entrepreneurial self-efficacy. A person with eco-friendly entrepreneurial self-efficacy believes they can start sustainable businesses. As environmental preservation and economic growth become more linked, organizations are more likely to share green information. The study structure provides a fresh theoretical approach. The investigation has theoretical and practical ramifications. It also helps social learning theory, green entrepreneurship, and SVF proponents, adding to the Resource-Based View (RBV) hypothesis. Research shows that green entrepreneurial self-efficacy, information sharing, and ecological sustainability are beneficial. Huishou Wang defines knowledge sharing as information transfer between organizations (Wang et al., 2021). Internal communication is essential for a company's multiple divisions and departments. Even though most research has focused on personal development, information sharing is essential (Wang et al., 2020). Information interchange is more urgent due to its importance for organizational theory and advanced management applications. Sharing information improves performance, according to a lot of research.

Green entrepreneurship is well-documented, but environmental sustainability, green innovation, company success, and information exchange are understudied. This study shows that green information exchange, green entrepreneurial self-efficacy, and staff sustainability participation boost small and medium-sized firms' performance. Leadership support and green ideals are also examined as mediators.

LITERATURE REVIEW:

The present investigation used three theories to illuminate the proposed model.

AMO theory:

We started with the AMO theory's assumption that HRM processes affect employee productivity. Ability motivation theory links HR operations to performance through opportunity, motivation, and ability. According to AMO theory, HRM programs build a company's human capital by developing competencies that may improve performance. According to ability, motivation, and opportunity theories, HRM can impact employees' freely chosen behaviors According to HRM behavioral literature, psychological and social

processes influence a wide range of employee attitudes and actions Shen et al., 2016. The present research uses the supplies-value-fit (SVF) technique to describe how personal values affect job performance in addition to the first hypothesis (Chang & Hung, 2021b). Chou (2014) also claims that employees' environmental ideals strongly influence their green behavior, especially GKS (Chatterjee et al., 2023).

Thus, this paper's study framework is based on SVF theory (Chatterjee et al., 2023). Lastly third is RBV theory. Even though there are many ways to evaluate a company's competitive advantage and performance, the RBV theory states that strategic resource use determines performance Strategic resource type determines competitive advantage. A company will have a persistent competitive advantage and be able to achieve its goals more successfully if its resources are unique and hard to copy and serve a similar purpose (Chen et al., 2020). This study applies RBV to ESE and finds that self-efficacy, green knowledge, and staff are critical resources. The study supports the RBV hypothesis that these resources boost performance and competitiveness.

Green knowledge sharing culture (GKSC) impacts on EESP, ESP, AND GKS:

Green Knowledge sharing (GKS) is the voluntary exchange of expertise among employees to improve performance and gain a competitive edge. It helps in employee's engagement in sustainability practice. A "green knowledge-sharing culture" is created by actively encouraging staff communication and collaboration on environmentally friendly projects. A green entrepreneurial self-efficacy in their ability to identify and develop employee engagement in sustainable practice and business opportunities is called "green entrepreneurial self-efficacy". The firms with a strong green Knowledge sharing culture were more confident in their ability to make ecologically responsible business decisions (Song, Chen, Yang, Zeng, & Feng, 2020).

H 1: Green knowledge sharing (GKSC) significantly impacts Employee's engagement in sustainability practices (EESP), green entrepreneurial self-efficacy (GES), and green knowledge sharing (GKS).

Green innovation (GI) impact on EESP, GKS and GES:

An organization's development and implementation of ecologically friendly products, services, and procedures is called "green innovation." Chang found that green innovation-focused companies had more employee engagement in sustainability practices.

When employees observed environmental innovation, they were more likely to join in sustainability programs. Green innovation projects can disseminate eco-friendly practices, and regulations, and share green knowledge sharing in a corporation the green innovation-focused employee's green knowledge sharing. Implementing green processes and technology often requires collaboration and knowledge sharing.

H2: Green innovation (GI) has a significant impact on Employee engagement in sustainability in practice (EESP), green knowledge sharing (GKS), and green entrepreneurial self-efficacy (GES).

Green knowledge-sharing culture (GKSC) acts as a mediator between dependent and independent variables:

An organization's culture of sharing green techniques may affect staff participation in sustainability initiatives and environmental sustainability performance. Active

sustainability participation and a culture of sharing environmentally friendly knowledge and practices improve the company's environmental sustainability performance. Employee involvement improves environmental sustainability by encouraging sustainability knowledge sharing within the company.

The mediation effect of Green knowledge and environmental sustainability performance are linked by a green knowledge-sharing culture that promotes sharing and best practices (Ediagbonya, 2022). A culture that values environmental information exchange increases the likelihood that organizations will achieve good environmental sustainability results.

The mediation effect describes how green information sharing improves environmental sustainability performance by facilitating organizational knowledge distribution and exchange. Green entrepreneurial self-efficacy, or an individual's belief in their ability to start and execute environmentally sustainable initiatives, may mediate the relationship between environmental sustainability performance and green knowledge sharing (Gholami et al., 2013)

This shows that an atmosphere where sharing sustainability knowledge is valued and where people believe they can promote environmental sustainability through green entrepreneurship is conducive to this goal. Green entrepreneurial self-efficacy facilitates corporate information exchange and improves environmental sustainability.

H3: Green knowledge-sharing culture (GKSC) acts as a mediator between dependent and independent variables

Green innovation (GI) acts as a mediator between variables:

Green innovation moderates the association between employee participation in sustainability initiatives and the firm's performance in this area. This shows that an organizational atmosphere that promotes environmentally friendly technologies and employee sustainability participation can improve environmental sustainability (Halder et al., 2020). Green innovation in an organization mediates the relationship between environmental sustainability performance and green knowledge sharing, according to this idea. (Islam et al., 2020)

The study reveals that firms that emphasize green innovation and actively share environmental knowledge are more likely to improve their environmental sustainability. According to the mediation effect, collaboration and knowledge sharing can lead to innovative strategies and practices that improve the environment. This suggests that people with high self-confidence and a sustainable innovation culture are more motivated to improve environmental sustainability (Khan et al., 2022). According to the mediation effect, green entrepreneurial self-efficacy may affect environmental sustainability performance through new ideas and techniques that support sustainability goals.

H4: Green innovation mediated the relationship between Employee engagement in sustainability practice, Green knowledge sharing, Green entrepreneurial self-efficacy, and Environmental sustainability performance

Green knowledge-sharing culture mediated the relationship between dependent variables and green environmental performance:

Green knowledge sharing (GKS) investments foster professional development and creative problem-solving. Companies that use knowledge-sharing (KS) techniques may improve

brand recognition and market placement. Utilizing and distributing knowledge helps a company innovate and solve problems. Firms with a higher knowledge stock (KS) tend to hire more internal innovators, making it harder for competitors to copy their successes. Managers should promote knowledge exchange to encourage proactive exploration of emerging possibilities and concepts (Liao & Li, 2022)

Organizations benefit from knowledge sharing (KS) because it allows them to exchange data from various sources and get new ideas and concepts (Manuel Alector Ribeiro et al., 2023). This helps them to create better innovation efforts. Small firms adopting knowledge sharing (KS) will likely lead to the creation of new, more functional products and services. Organizations that follow (GI) principles prioritize employee and customer satisfaction to retain loyal employees and customers. This lets them allocate resources to product development. (GI) practices also promote personnel and social responsibility transparency. GI gives employees significant autonomy to participate in enterprise-wide projects that will strengthen their reputation.

H5: Green knowledge-sharing culture mediated the relationship between Employee engagement in sustainability in practice, Green knowledge-sharing, Green entrepreneurial self-efficacy, and Green environmental performance.

Green innovation mediated the relationship between a dependent variable and Green environmental performance:

GI uses innovative methods, procedures, and technology to reduce costs and emissions for sustainable growth. Businesses can profit from GI while society and progress benefit. SP aims to improve communication, employee satisfaction, retention, and product and service acceptability. Social responsibility is aligning company goals with societal norms and implementing corresponding actions. All organizations, regardless of size or industry, must prioritize social and environmental performance in their objectives. Green innovation mediates the relationship between green information flow and ecological efficacy. Huo found that firms with a strong culture of sharing green knowledge are more likely to use innovative environmental performance techniques (Huo et al. 2020). This supports the idea that companies with this culture are more inventive. Promoting and disseminating ecologically informed information can inspire new initiatives that protect the environment (Qalati et al., 2023). Organizational green innovation activity mediates the association between green entrepreneurial self-efficacy and green environmental performance. Zhang found that green entrepreneurial self-efficacy was associated with creative environmental problem-solving. When firms fund green innovation, entrepreneurs can motivate others to adopt eco-friendly practices.

H6: Green innovation mediated the relationship between Employee engagement in sustainability practice, Green knowledge sharing, Green entrepreneurial self-efficacy, and Green environmental performance

Green knowledge-sharing culture acts as a moderator between leadership support, individual green values, and Environmental sustainability performance:

Green self-efficacy measures an individual or organization's ability to meet environmental goals (Rubel et al., 2021). Previous research shows that green self-efficacy improves behavior. Protecting the environment will increase as individuals believe they can help

(Malkus, 2005). Jansson (2010) found that green entrepreneurship leaders' self-efficacy improves managers' behavior. Employees with green self-efficacy support managers' responsibilities and promote environmental ideas and attitudes, encouraging businesses to conduct pro-environmental initiatives including environmental awareness. Leaders help teams achieve personal and environmental goals. Leaders inspire subordinates to replicate their behavior. Different leadership ideas affect required and discretionary employee green behavior inconsistently. Transactional leaders emphasize performing the bare minimum to clean the environment and complete other job requirements, unlike transformational leaders, who inspire their staff to go above and beyond.

H7: Green knowledge-sharing culture acts as a moderator between *leadership support, individual green values, and Environmental sustainability performance*:

RESEARCH METHODOLOGY:

Participants and procedure

The data for this research was provided by the staff of industrial and service-oriented enterprises in Pakistan. These firms have a functional structure and are similar in terms of HRM activities. The active involvement of top management supports our data collection efforts, and they are also knowledgeable about the company's ecologically sustainable policies. These organizations have historically implemented environmentally friendly policies and programs, such as recycling, waste management, energy conservation, and the sharing of sustainable knowledge. They implemented a wide range of GHRM activities, including the sharing of environmentally friendly information, individual commitment to environmental ideals, and fostering innovation (Singh et al., 2024).

In addition, this firm encourages its staff to practice environmental stewardship by implementing recycling programs, managing garbage effectively, conserving energy, and preserving materials. Each employee was given a hard copy of the questionnaire (Tolliver et al., 2020). Every questionnaire is accompanied by a cover letter that presents a detailed explanation of the study's aims. In addition, we notified the participants that their participation was completely voluntary, any information provided would be kept anonymous, and the replies would only be used for future research purposes. It is elaborated in Figure 1 in the research model of the study.

There are a total of nine variables that have been measured. These variables include staff engagement in sustainability practices, green information sharing, entrepreneurial self-efficacy, leadership support, individual green values, environment sustainability performance, green innovation, and green environmental performance. To enhance understanding, the information was disseminated and conveyed to a total of 340 employees, all of whom were chosen based on their educational qualifications.

Table 1:

Demographic information of the respondents

Demographic	frequency	percent	
Gender	Female	77	25
	Male	224	75
age group	20-29	36	11.9
	30-39	71	23.5
	40-49	150	49.8

	50 -above	44	14.6
level/grade	Upper management	28	9.3
	Line management	34	11.2
	Middle management	119	39.5
	others	120	39.86
working sector	Service sector	210	69.7
	Manufacturing sector	19	6.31
	Other	72	23.9
duration	Less than 5 years	100	33.2
	5-10 years	86	28.5
	11-15 years	67	22.2
	More than 15 years	48	15.9

Source: *Author's estimation*

A survey completion rate of 71% was attained from a total of 324 surveys. The survey's accuracy was assessed upon receipt, revealing that 25 of the completed questionnaires contained either missing information or inaccurate entries. Therefore, the responses were not used in the data analysis. After doing the screening process, the researcher ended up with a set of 301 responses that were deemed authentic.

Measures:

Employee engagement sustainability practice: EESP was measured with a point Likert scale and was adopted from the study of (Schaufeli, Bakker & Salanova, 2006). the sample item includes “I experience happiness during my work hours”. The question was ranked 5-point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies. The scale includes options for extreme disagreement (score of one), disagreement (score of two), neutrality (score of three), agreement (score of four), and strong agreement (score of five).

Green knowledge sharing: GKS measured with a point Likert scale and was adopted from the study of Wong (Wong, 2013). The sample item includes “I share green knowledge acquired from several sources” The questions were ranked 5-point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies. (Xiang et al., 2022)

Green entrepreneurial self-efficacy: GESE was measured with a point Likert scale and was adopted from the study of (Wardana et al.,2020). the sample includes “I possess the ability to engage in creative thinking” The question was ranked 5-point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies.

Green knowledge sharing culture: GKSC was measured with a point likert scale and was adopted from the study of (Wong, 2013; Rubel et al., 2021). the sample includes “I drive satisfaction from sharing knowledge to my coworkers” The question was ranked 5-point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies.

Green innovation: GI measured with five point likert scale and was adopted from the study of the (Chen et al.2022) sample including “my organization works towards a green way of

living as part of green innovation” The question was ranked 5point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies.

Leadership support: LS was measured with a point likert scale and was adopted from the study of the sample including “My supervisor seeks opinion from employees regarding new tasks” The question was ranked 5point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies (Abdulmuhsin, Abdullah, & Basheer, 2021).

Individual green values: IGV measured with five point likert scale and were adopted from the study of. The sample include “I am fully dedicated to green values “The question was ranked 5point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies.

Environmental sustainability performance: ESP measured with five point Likert scale and were adopted from the study of (Nadeem, Alvi, & Iqbal, 2018). The sample includes “My organization selects eco-friendly materials “The question was ranked 5point Likert scale. The Likert scale score, a five-point scale, has been employed to assess replies (Al-Abbadi & Abu Rumman, 2023).

Green environmental performance: GEP measured with five point Likert scale and was adopted from the study of (Brauman, Daily, Duarte, & Mooney, 2007) and (Paillé, Chen, Boiral, & Jin, 2013) the sample includes “My organization management has reduced production waste “The question was ranked 5point Likert scale (Al-Ghazali & Afsar, 2020). The Likert scale score, a five-point scale, has been employed to assess replies

Analytical approach:

First, this study used the Statistical Package for Social Sciences (SPSS) version 26 to perform descriptive analysis. Then, partial least squares structural equation modelling (PLS-SEM) was employed to test the research model. PLS-SEM was used due to the simplicity of the model’s distribution assumptions and complexity, specification of the model, ease of interpretation, and the ‘prediction-oriented’ and exploratory nature of this research. PLS-SEM is equally recognised to concurrently tackle multiple dependence correlations with higher statistical efficacy (Ringle et al. 2020). It is also recommended because the primary objective of this study is causal predictive instead of theory testing, as emphasized by Sarstedt et al. 2016. Hence, SmartPLS3 was used for the main data analysis.

Table 2:

Reliability and validity assessment

	(CA)	(CR)	(AVE)
EES	0.907	0.864	0.579
ESP	0.944	0.979	0.600
GEP	0.893	0.822	0.646
GES	0.811	0.880	0.559
EESP,GI,GKS,ESP AND GEP	0.899	0.885	0.794
GKS	0.876	0.746	0.683
GKSC	0.860	0.721	0.564
IGV	0.72	0.760	0.591
LS	0.843	0.858	0.679

Note: CA= Cronbach’s alpha, CR= composite reliability and AVE=average variance extracted

Result & Analysis:

Measurement tests:

The purpose of this table is to show a substantial amount of factual data in a clear and succinct manner. The collected variables are characterized using descriptive statistics, including sample size, mean, standard deviation, and minimum and maximum values. Descriptive statistics are utilized to analyze and summarize the sample size data. The essential information from the collected data, including sample size, mean, standard deviation, minimum and maximum values, and other relevant factors, is thoroughly outlined in the summary. Descriptive statistics efficiently arrange and condense extensive amounts of data. The detailed information from the study project is displayed in the table below.

Table # 3:

Descriptive statistic of variables

Variables	N	Mean	Std. Deviation
EES	301	19.0565	3.18540
GKS	301	15.9169	2.24420
GES	301	19.4684	1.90521
GKSC	301	15.4086	1.16724
EESP,GI,GKS,ESP AND GEP	301	18.0432	1.87478
LS	301	15.9169	2.66766
IGV	301	20.1130	1.35420
GEP	301	17.3322	2.26184
ESP	301	17.1395	.93477
Valid N (list wise)	301		

Source: Author’s estimation

Hypothesis testing’s:

A table 4 presents the outcomes of the correlation analysis conducted on all the elements specified in this research material. The results demonstrate a notable link among all independent and moderating variables, as well as our dependent variables. However, it is crucial to acknowledge that all correlation values (r) exceed 0.5, indicating a moderate degree of strength in the associations (Zailani et al., 2020). In hypothesis table 5 the hypotheses are labeled as H1 to H7. Each hypothesis within the context of environmental performance explores the potential relationship between several variables such as sustainability practices, information exchange, leadership support, personal values, and innovation. The relationships described in each hypothesis indicate the expected association between two factors, such as the support provided by leaders and the performance of environmental sustainability, or the self-confidence of green entrepreneurs and the implementation of green innovation. Correlation coefficients measure the extent and direction of the relationship between two or more variables. Their range spans from -1 to 1,

including Overall, the existing research suggests strong positive connections between several factors, including sustainable practices, support from leaders, sharing of information, and environmental performance. The study's findings offer valuable insights into the interrelationships among these factors within an organizational setting, emphasizing the crucial role of leadership support, individual beliefs, and information exchange in promoting environmentally sustainable initiatives and innovative undertakings.

Table 4:
Correlation analysis:

		Correlations								
		EES	GKS	GES	GKSC	GI	LS	IGV	GEP	ESP
EES	earson Correlatio	1	-.606**	.267**	.117*	-.658**	-.167**	.069	.309**	-.097
	Sig. (2-tailed)		.000	.000	.043	.000	.004	.234	.000	.094
	N	301	301	301	301	301	301	301	301	301
GKS	earson Correlatio	.606*	1	-.746**	.190**	.383**	-.119*	-.029	.145*	.160**
	Sig. (2-tailed)	.000		.000	.001	.000	.040	.620	.012	.005
	N	301	301	301	301	301	301	301	301	301
GES	earson Correlatio	.267**	-.746**	1	-.383**	.020	.362**	-.200**	-.185**	-.071
	Sig. (2-tailed)	.000	.000		.000	.724	.000	.000	.001	.223
	N	301	301	301	301	301	301	301	301	301
GKSC	earson Correlatio	.117*	.190**	-.383**	1	-.471**	-.124*	.211**	.331**	.210**
	Sig. (2-tailed)	.043	.001	.000		.000	.032	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
GI	earson Correlatio	.658*	.383**	.020	-.471**	1	.205**	-.048	-.309**	-.038
	Sig. (2-tailed)	.000	.000	.724	.000		.000	.408	.000	.515
	N	301	301	301	301	301	301	301	301	301
LS	earson Correlatio	.167*	-.119*	.362**	-.124*	.205**	1	-.386**	.019	.208**
	Sig. (2-tailed)	.004	.040	.000	.032	.000		.000	.743	.000
	N	301	301	301	301	301	301	301	301	301
IGV	earson Correlatio	.069	-.029	-.200**	.211**	-.048	-.386**	1	-.087	-.118*
	Sig. (2-tailed)	.234	.620	.000	.000	.408	.000		.130	.041
	N	301	301	301	301	301	301	301	301	301
GEP	earson Correlatio	.309**	.145*	-.185**	.331**	-.309**	.019	-.087	1	.118*
	Sig. (2-tailed)	.000	.012	.001	.000	.000	.743	.130		.040
	N	301	301	301	301	301	301	301	301	301
ESP	earson Correlatio	-.097	.160**	-.071	.210**	-.038	.208**	-.118*	.118*	1
	Sig. (2-tailed)	.094	.005	.223	.000	.515	.000	.041	.040	
	N	301	301	301	301	301	301	301	301	301

*. Correlation is significant at the 0.01 level (2-tailed).

. Correlation is significant at the 0.05 level (2-tailed).

Table 5:
Moderation analysis

h coefficients	F value	P value	Conclusion
0.433	0.182	0.000	Supported
0.294	0.132	0.000	Supported
0.201	0.048	0.000	Supported
0.624	0.737	0.000	Supported
-0.013	0.000	0.019	Supported
-0.195	0.022	0.116	Unsupported
0.237	0.063	0.008	Supported
0.017	0.001	0.002	Supported
0.004	0.000	0.000	Supported
0.192	0.021	0.000	Supported
0.573	0.335	0.553	Unsupported
0.061	0.002	0.483	Unsupported
0.122	0.021	0.806	Unsupported
0.103	0.015	0.002	Supported
0.018.	0.282	0.002	Supported
0.009	0.102	0.087	Supported
0.134	0.008	0.016	Supported
0.128	0.037	0.000	Supported
0.118	0.220	0.123	Unsupported
0.109	0.222	0.212	Unsupported

Source: Author's estimation

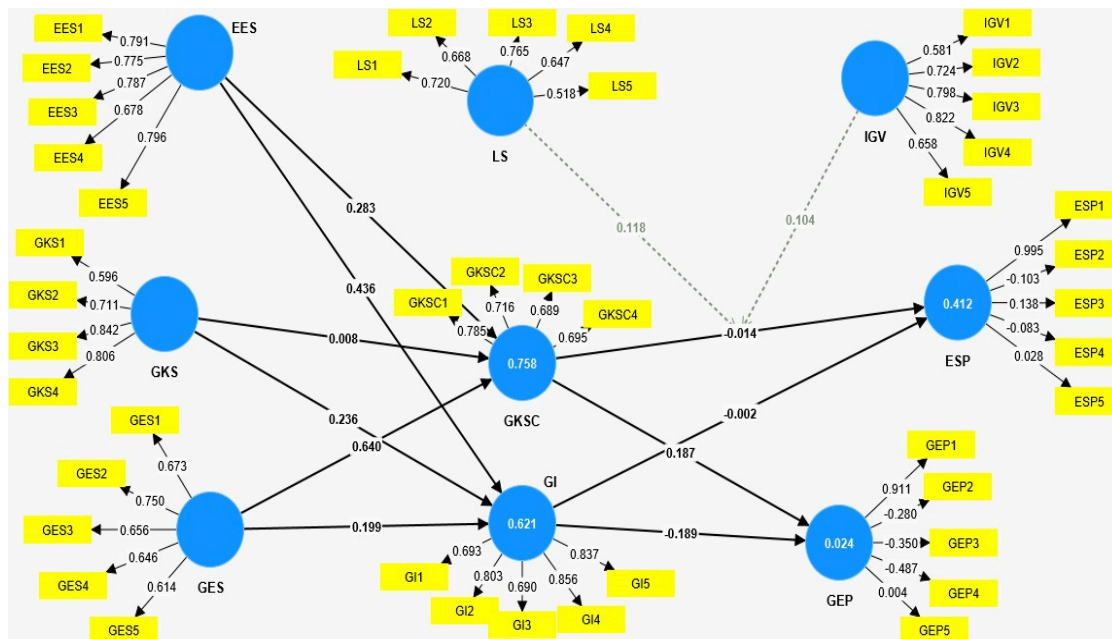


Figure 2: PLS-SEM (Author's estimation)

Statistical analysis of a leadership position using the T-Test method: To determine if there are significant differences in the averages of two groups (particularly, groups classified by leadership position: Yes vs. No) for each variable in the given data, a t-test can be used attached in appendices in the table. By doing a t-test on each variable, we may ascertain if there are statistically significant disparities in the means of each variable between persons in leadership positions and those without such positions.

In the table, The data presents the average values of each variable for persons in leadership positions and those who are not. To ascertain the presence of a notable disparity between these averages, one can utilize a t-test. The activities of the Yes and No groups are separate and different from each other. Individuals are categorized into distinct groups based on their leadership roles. The t-test assumes that the data within each group follows a normal distribution. The abbreviations EESP, ESP, GEP, GI, and GKS the use of the t-test is supported by the Central Limit Theorem, which predicts that the distribution of sample means will become more normal as the sample size increases, particularly when the sample size is larger than 30 ($N > 30$).

Discussion & Conclusion:

An essential managerial characteristic of the firm is its workforce at ESE. There is a direct relationship between employee's engagement in sustainability practice and identifying themselves as green entrepreneurial self-efficacy and their inclination to support important organizational objectives, foster creative work environments, and overcome environmental obstacles. Our analysis has determined that the key variables for evaluating the environmental performance of an entrepreneurial self-efficacy are the integrity of its Employee's engagement in sustainability performance (EESP), Green Innovation (GI), Green Knowledge Sharing (GKS), Environmental Strategy and Planning (ESP), Green Environmental performance (GEP), and its green process. Consequently, EESP, GI, GKS, ESP, and GEP all operate based on the same principles and have the power to provide opportunities for a company. Moreover, it is recommended to methodically enhance innovation in order to reduce production costs and improve the effectiveness and cost-effectiveness of the products and services. The research investigates the impact of environmentally sustainable entrepreneurship (ESE) on economic sustainability performance (ESP), green innovation performance (GIP), green knowledge sharing (GKS), and environmental and economic sustainability performance (EESP) through the application of the resource-based view (RBV) paradigm.

This study investigates the role of GEP, EESP, GI, GKS, and ESP as mediators, as well as the impact of the green knowledge-sharing culture as a moderator. The findings suggest that the presence of a green knowledge-sharing culture influences the link between green environmental sustainability education (ESE) and environmental employee sustainability performance (EESP), green innovation (GI), green knowledge sharing (GKS), environmental strategic planning (ESP), and green employee participation (GEP). The results of this study emphasize the importance of employees' environmental sustainability practices (ESP) for firms. Moreover, the outcomes assist firms in enhancing ecological, social, and economic performance, thereby promoting the green Employee Engagement sustainability (ESE) of their staff.

The research queries were analyzed using a quantitative methodology. The data analysis findings indicate a statistically significant association between the demographic characteristics of transnational personnel and both the culture of knowledge-sharing innovation and green innovation. The study provided an original and thorough perspective on the relationship between green innovation and the culture of sharing green knowledge, as well as its consequences for ecologically friendly behaviors. The study significantly contributes conceptually to the disciplines of green innovation, information-sharing behavior, and the establishment of a culture that promotes green knowledge-sharing. In addition, it offers significant evidence that supports the connections between the characteristics of GES and both green innovation and the innovation of a culture of sharing green knowledge culture GKSC.

This study integrates findings from previous research to gain a deeper understanding of the dynamics of green innovation and the culture of sharing green knowledge sharing inside industries. This study examines the correlation between information sharing, green environmental performance, green entrepreneurial self-efficacy, leaders' support, and organizational behavior research on green values. It specifically focuses on the impact of leaders' endorsement and study of green values on these factors.

This study is carried out in a multinational context and investigates individual views, attitudes, and behaviors. This study expands upon current theory and research by conducting a more in-depth analysis of the complex processes that contribute to both green innovation and the development of cultures that promote the sharing of green knowledge. Henceforth, it is vital to employ samples from alternative companies in future studies. In addition, additional studies can assess a wide range of commercial tactics. Additional research is required to examine the long-term viability of sustainable practices in other industries and confirm the relevance of the findings. The results indicated a direct relationship between the three listed parameters and sustained performance. To enhance sustainable performance, it is necessary to promote interest in green HRM, entrepreneurship, and innovation, while also raising awareness about the importance of sustainability in economic, social, and environmental aspects. To achieve continuous success, important business operations must encompass three areas. Entrepreneurship focuses mostly on improving the long-term efficiency of the economy. Furthermore, innovation promotes the advancement of both groups and individuals. The third primary goals of green human resource management are environmental preservation and energy conservation.

According to the study's findings, we recommend considering valuable resources like environmentally sustainable energy (ESE) and green knowledge (GKS) as a way to prevent competitors from copying them and gain a competitive advantage in areas such as environmental and energy sustainability practices (EESP), green innovation (GI), environmental sustainability performance (ESP), and green environmental practices (GEP). Furthermore, this study suggests that environmentally sustainable practices should be innovative enough to attract individuals who are environmentally aware. These individuals can then be effectively supervised and kept within the organization by ensuring that all company departments are well-informed about the organization's green objectives and the business benefits associated with them. Our research suggests that evaluating the

environmental performance of an entrepreneurial endeavor depends on the effectiveness of EESP (Environmental Entrepreneurship Support Performance), GI (Green Innovation), GKS (Green Knowledge Sharing), ESP (Environmental Sustainability Performance), and GEs (Green Entrepreneurial self-efficacy), as well as the specific attributes of the green process. In addition, it clarifies the roles of information exchange and other factors such as EESP, GI, GKS, ESP, and GEP in regulating and mediating processes.

Consequently, EESP, GI, GKS, ESP, and GEP all operate based on the same principles and have the power to provide opportunities for a company. Moreover, it is recommended to systematically enhance innovation in order to reduce production costs and improve the effectiveness and cost-effectiveness of products and services.

Practical implication:

Promoting a culture of knowledge-sharing that centers on environmental sustainability serves as an exemplary method for organizations to foster employee collaboration and innovation. It is imperative for managers to prioritize the promotion of self-belief and capability among their staff in order to foster an environment conducive to green entrepreneurship. This will assist staff members in developing their creativity and problem-solving abilities. To enhance competitiveness, satisfy stakeholder demands, and develop environmentally sustainable products, services, and processes, businesses may give precedence to green innovation. To enhance employee engagement, promote sustainability objectives, and cultivate a sense of collaboration, employers may consider evaluating and incorporating the personal environmental convictions of their workforce.

Limitations and future recommendations:

Like many other studies, this research study also has some limitations too which are presented here Along with future research recommendations. In order to consider several factors, such as goals and motivation for environmentally friendly business ventures, future studies may examine employees' environmental sustainability engagement (ESE) as a preliminary factor for assessing environmental sustainability performance (ESP), green entrepreneurship potential (GEP), green innovation (GI), green knowledge sharing (GKS), and environmental employee social performance (EESP). Further investigation may be conducted to examine the influence of employees' environmentally sustainable behaviors on the energy efficiency of businesses. Moreover, this study examines the influence of environmentally sustainable entrepreneurship (ESE) on the economic, social, and environmental outcomes of firms. In addition, to strengthen the credibility of the study's results, future research could explore the role of entrepreneurial inclination as a moderating factor.

Research can involve participation from both the public and private sectors. Future studies should examine the patterns of knowledge exchange among various groups, including government officials, manual laborers, and individuals working in the manufacturing or agricultural sectors.

Disclosure statement:

The writers have not revealed any potential bias or conflict of interest.

Data availability statement:

The primary contributions to this work are contained within the article and supporting materials. Any additional inquiries should be directed to the relevant author.

Statement of ethical principles.

Investigation involving human participants was exempt from ethical review and approval requirements as mandated by local legislation and institutional standards. The subjects willingly gave their informed consent to participate in the inquiry.

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Appendices:

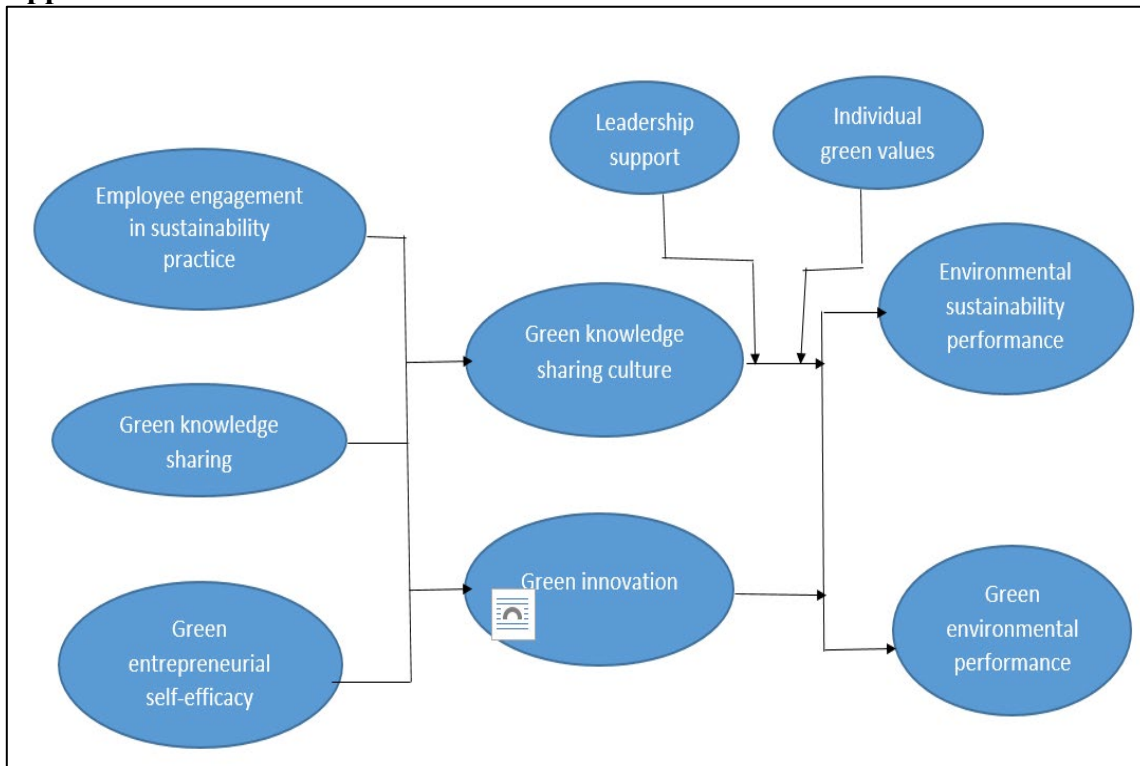


Figure 1: research model

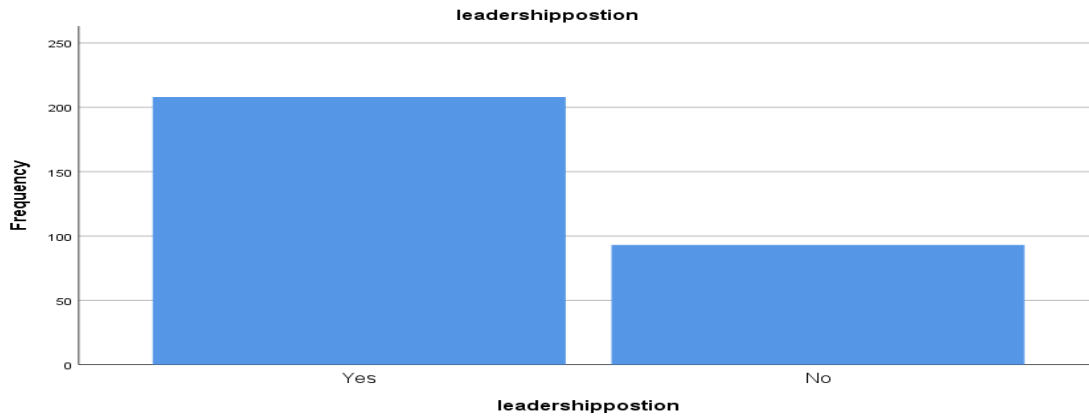


Figure 2: Respondent chart of leadership

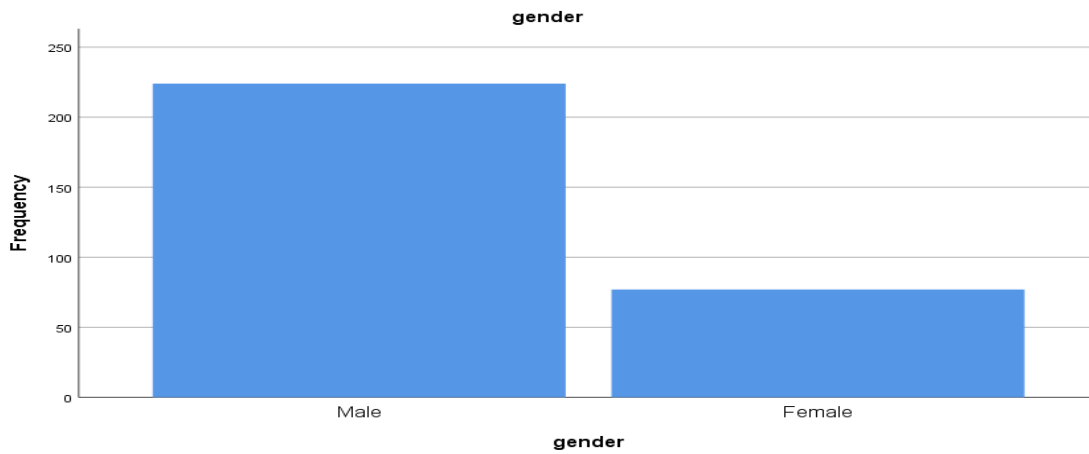


Figure3: Respondent chart of gender

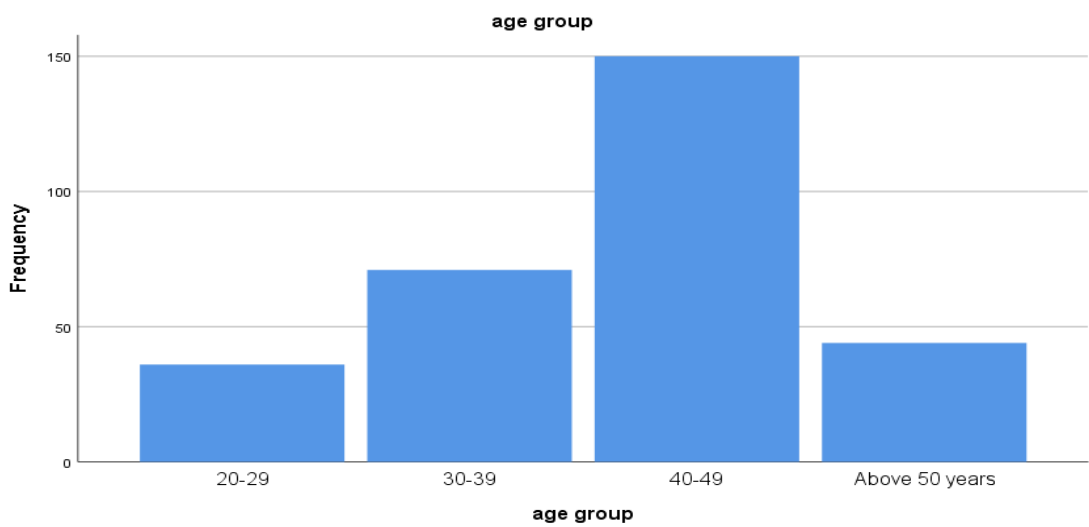


Figure 4: Respondent age group chart

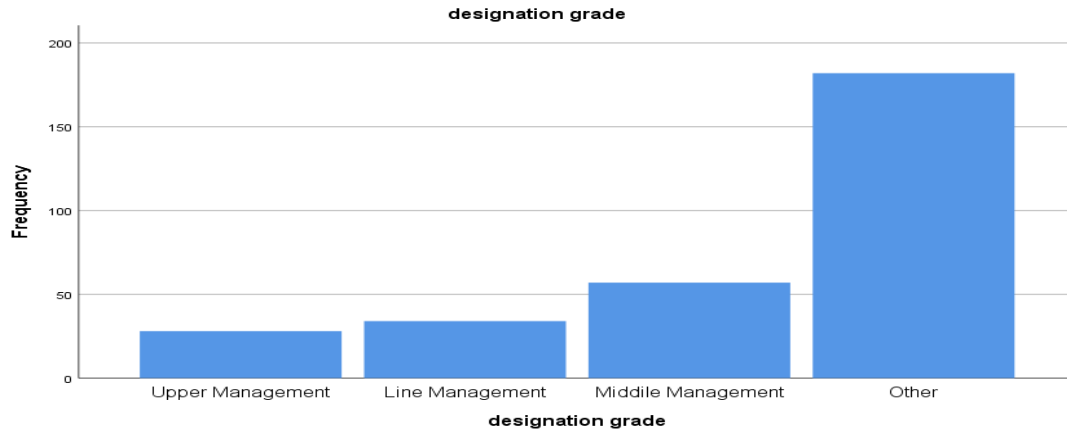


Figure 5: Respondent designation grade

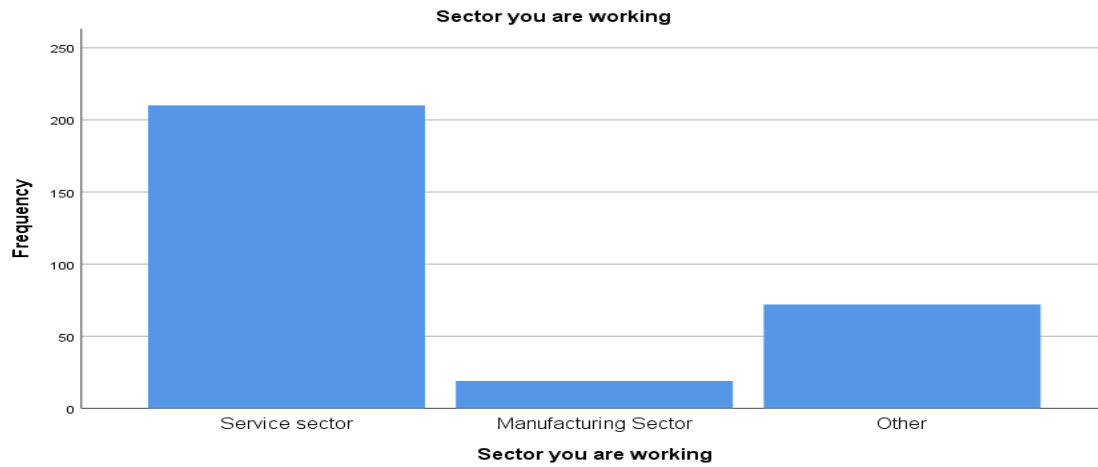


Figure 6: Respondent sector of working

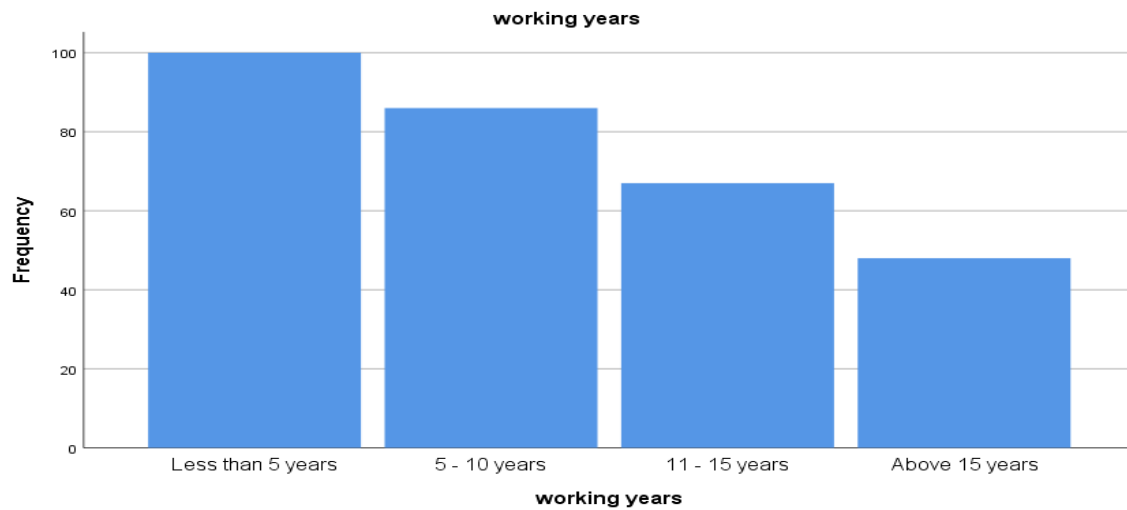


Figure 7: Respondent working years

Table: reliability and validity testing's

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EES1	.232	301	.000	.876	301	.000
EES2	.218	301	.000	.844	301	.000
EES3	.248	301	.000	.836	301	.000
EES4	.236	301	.000	.869	301	.000
EES5	.241	301	.000	.872	301	.000
GKS1	.249	301	.000	.844	301	.000
GKS2	.260	301	.000	.821	301	.000
GKS3	.243	301	.000	.833	301	.000
GKS4	.253	301	.000	.824	301	.000
GES1	.250	301	.000	.857	301	.000
GES2	.284	301	.000	.839	301	.000
GES3	.265	301	.000	.842	301	.000
GES4	.287	301	.000	.846	301	.000
GES5	.254	301	.000	.877	301	.000
GKSC1	.224	301	.000	.848	301	.000
GKSC2	.296	301	.000	.849	301	.000
GKSC3	.271	301	.000	.856	301	.000
GKSC4	.262	301	.000	.865	301	.000
GI1	.257	301	.000	.878	301	.000
GI2	.295	301	.000	.818	301	.000
GI3	.266	301	.000	.861	301	.000
GI4	.265	301	.000	.833	301	.000
GI5	.283	301	.000	.842	301	.000
LS1	.301	301	.000	.825	301	.000
LS2	.261	301	.000	.866	301	.000
LS3	.256	301	.000	.872	301	.000
LS4	.299	301	.000	.827	301	.000
LS5	.263	301	.000	.864	301	.000
IGV1	.262	301	.000	.838	301	.000
IGV2	.257	301	.000	.860	301	.000
IGV3	.289	301	.000	.798	301	.000
IGV4	.261	301	.000	.824	301	.000
IGV5	.286	301	.000	.821	301	.000
ESP1	.308	301	.000	.816	301	.000
ESP2	.316	301	.000	.829	301	.000
ESP3	.285	301	.000	.842	301	.000
ESP4	.271	301	.000	.859	301	.000
ESP5	.198	301	.000	.885	301	.000
GEP1	.248	301	.000	.819	301	.000

GEP2	.214	301	.000	.861	301	.000
GEP3	.270	301	.000	.815	301	.000
GEP4	.198	301	.000	.871	301	.000
GEP5	.180	301	.000	.893	301	.000

Table: **Total variance analysis**

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squares			Rotation Sums of Squares		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.631	9.374	9.374	2.631	9.374	9.374	.299	2.324	2.324
2	.707	.296	5.670	.707	.296	5.670	.968	.228	1.552
3	.487	.784	1.454	.487	.784	1.454	.880	.022	0.574
4	.209	.138	6.592	.209	.138	6.592	.477	.086	8.660
5	.071	.815	1.407	.071	.815	1.407	.642	.144	4.804
6	.867	.342	5.750	.867	.342	5.750	.512	.842	0.646
7	.669	.881	9.631	.669	.881	9.631	.233	.193	5.839
8	.493	.472	3.103	.493	.472	3.103	.860	.327	0.166
9	.444	.357	6.460	.444	.357	6.460	.627	.783	3.949
10	.286	.992	9.452	.286	.992	9.452	.593	.705	7.655
11	.125	.616	2.068	.125	.616	2.068	.465	.406	1.061
12	.017	.364	4.432	.017	.364	4.432	.449	.371	4.432
13	.065	.244	6.675						
14	.020	.140	8.816						
15	.026	.922	0.738						
16	.064	.776	2.513						
17	.005	.640	4.153						
18	.071	.560	5.713						
19	.080	.349	7.062						
20	.044	.265	8.327						
21	.098	.159	9.485						
22	.049	.045	0.531						
23	.049	.045	1.576						
24	.080	.383	2.459						
25	.059	.334	3.294						
26	.054	.324	4.117						
27	.023	.751	4.868						
28	.099	.695	5.563						
29	.053	.689	6.152						
30	.024	.622	6.673						
31	.008	.683	7.156						
32	.061	.674	7.530						
33	.056	.663	7.893						

4	51	350	8.243
5	37	318	8.562
6	31	305	8.866
7	15	268	9.134
8	90	208	9.343
9	71	65	9.508
0	66	54	9.662
1	56	31	9.793
2	50	16	9.909
3	39	91	00.000

Note: Extraction Method: Principal Component Analysis.

Table: Discriminate Validity

EES GI	ESP	GEP	GES	GI	GKS	GKSC	IGV	LS	IGV x GKSC	LS x GI
EES										
ESP	1.113									
GEP	1.048	0.828								
GES	1.053	0.980	0.997							
GI	1.391	0.845	0.962	1.461						
GKS	0.855	1.104	0.729	0.970	0.991					
GKSC	0.900	0.896	0.771	1.151	1.052	0.718				
IGV	1.090	0.917	0.900	0.971	0.957	0.934	0.941			
LS	1.217	0.720	0.710	0.983	1.023	0.658	0.853	0.730		
IGV x GKSC	0.537	0.218	0.228	0.261	0.197	0.342	0.384	0.291	0.251	
LS x GI	0.706	0.550	0.521	0.636	0.712	0.559	0.697	0.463	0.618	0.061

Table: Discriminate Validity (HTMT MATRIX)

EES X GI	ESP	GEP	GES	GI	GKS	GKSC	IGV	LS	IGV X GKSC	LS X GI
EES										
ESP	1.113									
GEP	1.048	0.828								
GES	1.053	0.980	0.997							
GI	1.391	0.845	0.962	1.461						
GKS	0.855	1.104	0.729	0.970	0.991					
GKSC	0.900	0.896	0.771	1.151	1.052	0.718				
IGV	1.090	0.917	0.900	0.971	0.957	0.934	0.941			
LS	1.217	0.720	0.710	0.983	1.023	0.658	0.853	0.730		

IGV X GKSC	0.537	0.218	0.228	0.261	0.197	0.342	0.384	0.291	0.251
LS X GI	0.706	0.550	0.521	0.636	0.712	0.559	0.697	0.463	0.618
	0.061								

Note: Constrict reliability & validity

Table: Analysis of variables

<i>Cronbach's alpha</i>	<i>Composite reliability (rho a)</i>	<i>Composite reliability (rho c)</i>	<i>Average variance extracted (AVE)</i>
<i>EES</i>	0.195	0.464	0.006
<i>ESP</i>	-7.011	0.479	0.050
<i>GEP</i>	-0.919	0.822	0.140
<i>GES</i>	-1.849	0.580	0.056
<i>GI</i>	-1.450	0.585	0.001
<i>GKS</i>	-0.615	0.046	0.173
<i>GKSC</i>	-3.884	0.421	0.040
<i>IGV</i>	-3.445	0.360	0.012
<i>LS</i>	-0.605	0.558	0.087