

## **Green Entrepreneurial Orientation and Its Impact on Green Innovation, Green Perceived Value, Green Brand Equity, And Green Purchase Decision**

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### **Abstract**

**Purpose** – the current study aims to explore the impact of green entrepreneurial orientation on green innovation, green brand equity, and the green purchase intention of consumers. Further, in this study, the researchers have employed green market orientation (a moderator) to assess the relationship between green entrepreneurial orientation on green brand equity via green CSR.

**Design/Methodology/Approach** – to test the proposed hypotheses, the researchers have employed a survey method. The collected primary data was investigated for various assumptions such as normality, internal consistency, convergent, and discriminant validity. Later, the researchers have run a structural model. Further, the researchers have tested the mediation effect of green CSR on the relationship between green entrepreneurship orientation and green brand equity, and green perceived value between green product image on green purchase decisions, and the researchers have used green market orientation as a moderator of green entrepreneurship orientation to green corporate social responsibility.

**Findings** – In the current study the researchers found a significant and positive relationship between green entrepreneurship orientation with green marketing orientation and green brand equity. In addition, we found that green marketing orientation can bring green perceived value among the consumers and add further value to the green brand equity of the product. In the case of mediation analysis in presence of green corporate social responsibility as the mediator, in the current study, green CSR can act as a harmoniser to enhance the green brand equity of the firm's green product. The green market orientation acts as a moderation term between green entrepreneurial orientation and green CSR.

**Research limitations/Implications** - The current study did not consider the other important dimensions such as green product image, green trust, willingness to pay a premium, subjective norm, attitude towards the green brand, product image, corporate image, etc. therefore, future researchers can incorporate the above-mentioned dimensions in their study. Furthermore, the current study lays the foundation for managers and researchers to demonstrate the significance of green entrepreneurial orientation to improve the perceived value of the products, build green brand equity, and finally consumers' purchase intention.

**Originality/Value** – The current empirical study contributes to the limited literature available on green entrepreneurial orientation and its impact on green purchase behaviour among Indian consumers. Further, we found green market orientation a significant moderator between green

entrepreneurship orientation on green brand equity mediated through green corporate social responsibility. In addition, the results of the empirical study can be applied to understand the antecedents of green brand equity and its impact on the green purchase intention of Indian consumers.

**Keywords:** Green Corporate Social Responsibility, Green Perceived Value, Green Market Orientation, Green Brand Equity, Green Innovation, Green Waste Management.

JEL Classification: M14, M31,

## I. INTRODUCTION

Green marketing can be defined as “the practice of developing and promoting products and services based on their perceived environmental sustainability”. According to Kotler (2006), green marketing refers to the commitment of an organization to the development of eco-friendly products and services by spending a sizeable amount on eco-friendly R&D activities, procuring eco-friendly raw materials, employing eco-friendly manufacturing facilities by adopting pollution control devices, more efficient use of energy, eco-friendly packaging, and green disposal and waste management.

From the perspective of marketers, green marketing is an end-to-end process such as green procurement, development of eco-friendly products and services, communication, sustainable packaging, and green waste management. Thus, green marketing strategies refer to the integration of environmental issues into all facets of marketing (Ottman, 2011).

There are three different phases of green marketing (Peattie, 2001). The prominent first phase was observed from the 1960's until the early 70s, with a major focus on social and environmental concerns. The main aim of this phase was to decrease pollution and adaptation of improvised methods of the production process. The second phase, which Peattie, (2001) refers to as “environmental marketing”, came after the first phase. Environmental marketing was a broader concept and was primarily driven by consumer demand. This phase's main aim was to embrace clean technology that involved designing innovative new green products to attract environmentally conscious consumers. However, the third phase was “sustainable green marketing”. Sustainable green marketing was the most crucial and significant advancement in green thinking. In this phase, a lot of issues such as regulatory framework, external pressure, energy conservation, waste management, etc. have been incorporated to create a sustainable economy. It is extensively believed that the shift to “green” may appear to be costly in the short term; but it proves to be essential and advantageous, cost-wise too, in the long run. Environmental problems are still the main worry for the whole world and human beings. Air pollution, conservatory effects and ecological unbalance, are the main environmental problems that have occurred till now along with the activities of the human being (Sharma, 2011). One of the biggest problems with the green marketing area is that there has been little attempt to academically examine environmental or green marketing.

Therefore, the entire concept of green marketing strategies can be studied from the following five dimensions: green purchasing, green manufacturing, green branding, green sustainable packaging & distribution, and green waste management (Hart, 1995). Even though the issues of green marketing or eco-marketing or adopting green eco-system seem vital, there is little

research on green brands. For example, a study by Patrick et al., (2005) found a positive association between green brand positioning and attitude towards green brands. Further, in another study, Rios et al., (2006) found a positive association between environmental issues on brand attitude. Against this backdrop, the current study attempts to answer the following research questions: (i) How does green entrepreneurial orientation influence green innovation practices and in turn help to build green brand equity? (ii) Is green CSR a mediator variable in the relationship between green entrepreneurial orientation and green brand equity? (iii) Is green perceived value a mediator variable in the relationship between green product image and green purchase intention? Is green market orientation moderate the relationship between green entrepreneurial orientation and innovative behaviour? The rest of this research paper is organised as follows: the second part deals with the study of previous work done in the green marketing domain and based on that hypotheses have been framed. The third part lists the main research objectives of the study and the methodology employed to accomplish the stated objectives. The fourth part exhibits the empirical results, and a brief discussion and conclusion have been made in the final part.

## **II. LITERATURE REVIEW**

In the late 1980s and the beginning of the 1990s, the term “green marketing” gained popularity. For the first time in 1975, the American Marketing Association (AMA) held the first workshop on “Ecological marketing”. The workshop’s proceedings were published as “Ecological marketing”, one of the earliest publications on green marketing initiatives (Henion & Kinnear, 1976; Delafrooz, 2014). Later, the ‘green consumerism’ movements failed to reach the masses and influence their behavior to adopt green products and services (D. John, 2006). However, since the late 1980s, opinion polls collected from consumers repeatedly revealed that a significant percentage of consumers admit a strong leaning towards the purchase of eco-friendly products and companies engaged in eco-friendly activities. The surge in environmental concern by consumers triggered the re-orientation of the marketing mix (Kotler, 2011; Peattie & Crane, 2005). Under this scenario, the number of firms engaged in developing green products is growing quickly, and now consumers are showing more interest in such products. Despite these obstacles, green marketing has continued to gain advocates, mainly in light of concern over climate change. This apprehension has led more business houses to publicise their commitment to towards environment and the effect is visible in the form of eco-friendly products or services (Nicola & Polonsky, 1995; McDaniel et al., 1993). Further, in the past two decades, with the increasing worldwide interest in sustainability, green marketing has become not only an important public issue but also a critical theme in academic research.

## **GREEN MARKETING INITIATIVE**

Traditionally marketing can be defined as the art and science of selecting target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value. Whereas green marketing is the process of identifying, anticipating, and satisfying the needs of consumers and society, in both a profitable and sustainable way. It is a cautious integration of environmental requirements with the economic wants of the firm. Further, traditional marketing is also known as outbound marketing and the focus is mainly on the push strategy. However, green marketing by contrast applies an inbound strategy by creating content that consumer essentially wants to see in a product or service. According to

Kotler (2006) green marketing are the business's pledge to create secure, environmentally sustainable products and services by using packaging that is recyclable and easily decomposable, better pollution control devices, and more effective energy conservation. Therefore, green marketing or ecological marketing can attain goals that traditional marketing cannot fulfill. It is widely held that the shift to the green marketing concept may seem to be expensive in the short run, but it certainly proves to be advantageous to society in the long run (Sharma 2011). Further, the majority of the firms are mixing the existing marketing strategies of green products with other marketing strategies (Kong & Zhang, 2014). There has been very less effort to explore green marketing strategies and their impact on consumers' purchase intention. For example, Ansar (2013) conducted research to study the impact of a green marketing mix (green pricing, green advertisements, and green packaging) on green purchase intention. Another study by Wanninayake & Randiwela (2008), investigated the impact of a green marketing mix such as green products, green places, green promotion, and green packaging on green purchase intention. Green purchase or procurement or environmentally preferable purchasing (EPP) refers to the purchasing of goods or services that have a lesser effect on the environment. Therefore, green firms have to ensure that their suppliers are environmentally conscious and they have a green production or green process and distribution (Eric, 2007). Yazdanifard & Mercy (2011), argued that consumers must be assured of the 'Ecological nature of the product or service. Further, green marketing tools, like eco-friendly ads, eco-labeling, and eco-branding, will form an eco-perception and increase awareness of the features and attributes of green products in the minds of the consumers. This will have the positive effect of influencing consumers to buy only eco-friendly products. Today's consumers are more insightful and informed than ever when it comes to the goods and services they purchase. This is undoubtedly true when it comes to assessing the impact on the environment and sustainable business practices of the brand they buy. Therefore, most firms across the globe are following green marketing strategies. Consequently, green marketing covers a wide range of eco-friendly practices and strategies that are more beneficial to the environment. According to Ginsberg & Bloom (2004), no single marketing strategy works for every business. Instead, strategies should vary depending on the markets and the degree of consumers' concern for the environment.

Purchasing involves five components: (i) identification of need, (ii) generating options, (iii) evaluation, (iv) purchase decision, and (v) post-purchase behaviour. Various factors such as economic, functional, marketing-mix, personal, psychological, etc. generally influence consumers' purchase decision process. More recently, one more prominent factor 'environmental friendliness' has been added to the consumer's purchase decision process. Normally, consumers do not buy any product or service that causes any serious damage to the environment (Delafrooz et al., (2014). Therefore, the new consumer has a crucial role in helping the environment (Suplico 2009). According to Mostafa, (2007), green purchasing denotes "purchasing eco-friendly products that can be recycled, which is very beneficial to the environment". Further, green purchasing improves public health through a clean environment and decreases health spending by the public (Green et al., (1998)). According to Yang & Zhang (2012), for marketers, green purchasing is the main strategy through which they can focus on improving their production efficiency, reducing waste, and possibly increasing their competitive advantage over their rivals. According to Lin et al., (2011) consumers with environmental concerns, consider the environmental commitments of the firm as a corporate

social responsibility. Hence, they prefer eco-friendly products. Therefore, consumers tend to favour firms that adopt green marketing strategies (Rahbar & Wahid, 2011). Further, the majority of the research findings suggested that the environmental aspect plays a very crucial role in brand attitude and consumer purchase intentions of green products and services (Hartmann et al., 2012; Mohr et al., 1998).

According to Zinkhan & Carlson (1995), green advertising refers to a promotional message that appeals to consumers' wants and desires linked to the environment. According to Banerjee et al., (1995), "green ads are commercial ads that use an environment as a theme to endorse or promote products, corporate image or services. Therefore, green promotion is treated as an essential component of a firm's overall environmental marketing strategy (Leonidou et al., (2011)). Therefore, the most dominant theme should be 'green' when they are promoting their product or services (Ahmad et al., (2010). Kao & Du (2020) opined that argument quality in an advertisement message can be of two types: strong arguments and weak arguments. Strong arguments have a clear rational connection between the contents of arguments and their conclusions (Edwards & Smith, 1996), whereas the reliability of information sources in weak arguments is very low. Therefore, strong argument quality is very vital to reach green consumers. The main argument in favor of advertisements is the amount of psychological image, they create in the consumer's mind. Therefore, how well an advertisement uses the visual image to activate a consumer's psychological image is very crucial (Rossiter, 1982). Therefore, after viewing images, buyers will assess the characteristics of products, and the evaluation result will significantly influence their advertisement and brand attitude, which in turn affect purchase intention (Mitchell, 1986). The bulk of the studies available in the literature claims that the majority of consumers perceived eco-brands, eco-labels in particular, and eco-advertisement claims as misleading, for example, Borin et al., 2011; Leonidou et al., 2014, environmental research, 2013.

According to the Legitimacy theory, firms continuously work to ensure that they carry out business operations and adhere to societal norms and boundaries (Deegan et al., 2002). The central notion of the legitimacy theory is that firms must behave within the boundaries of what society deems to be socially acceptable behaviour (Dowling & Pfeffer, 1975). Therefore, according to this theory, firms are obliged to engage in activities that increase societal value inconsistent with corporate governance principles (Woolverton & Dimitri, 2010). Therefore, Corner & Randall, (2011) opined that the markers need to refrain from engaging the activities that have harmful to the environment. Furthermore, the Legitimacy theory is effective in explaining the usage of green marketing activities such as eco-brands, green advertisements, eco-friendly products, eco-labels, etc. (Magali et al., 2012). By informing users of these green marketing tools, the firms increase their legitimacy by spreading environmental messages that inform consumers about the benefits of sustainable consumption (Leonidou et al., 2014). Therefore, marketers should communicate eco-centered messages to the consumers as it reflects the company's concern for the environment and mirrors the company's legitimacy.

According to (Hirunyawipada and Xiong, 2018), environmental orientation or attaining green entrepreneurial orientation refers to "decrease the negative effects of its business-related activities on the environment, a firm must integrate ecological considerations into its corporate strategy". Therefore, green entrepreneurial orientation refers to understanding and integrating of various environmental issues into business operations (Chan, et al., 2012). Banerjee (2002),

has classified the green environmental orientation into two categories, namely, (i) external, referring to how companies handle and meet the demands of the external stakeholders regarding environmental issues, and (ii) internal, referring to how companies' core values, moral obligations towards society, and overall commitment to save the environment. Consumers' growing concern about the environment has fuelled the growth of the market for green products. Thus, going green is the mantra for the majority of companies across the globe (Atkinson & Kim, 2015). Green marketing strategies such as green branding, green labeling, green innovation, green supply chain, etc. play a key role in communicating a firm's eco-friendly product characteristics to the public (Leonidou et al., 2011). Moreover, there can be numerous ways of environmental involvement by the marketers, such as green entrepreneurial orientation, adoption of green marketing strategies, etc. (Matthes et al., 2014). All these variables have been included in the current study. Therefore, the researchers have proposed the following set of hypotheses:

H1: There is a positive and significant relationship between green purchasing with green entrepreneurial orientation.

H2: There is a positive and significant relationship between green production with green entrepreneurial orientation.

H3: There is a positive and significant relationship between green marketing initiatives with green entrepreneurial orientation.

H4: There is a positive and significant relationship between green distribution initiatives with green entrepreneurial orientation.

H5: There is a positive and significant relationship between green waste management with green entrepreneurial orientation.

H6: There is a positive and significant relationship between green entrepreneurial orientation with green brand equity.

H7: There is a positive and significant relationship between green entrepreneurial orientation with green innovation activities employed by the firms.

**Green innovation** refers to the ongoing technological advancements made while keeping environmental issues or concerns in mind (Jansson, 2011). In recent times, several business houses are choosing to implement ecological practices in their business model due to widespread concern for the environment. Therefore, firms are expected to incorporate green culture as a mission statement. Further, (Gurlek and Tuna, 2018) opined that green culture is a significant strategic factor for green innovation and for acquiring a competitive edge. Green innovation practices can be used in various procedures that improve energy efficiency or in the design of products, processes, and technologies to save energy. Consequently, the firms are engaged in building green innovative ideas such as building green intellectual capital (Khalil et al., 2017), green supply chain (Srivastava, 2007; Green, 2012; Zhu et al., 2012; Geng et al., 2017), green organizational culture (Al-Sheyadi et al., 2019), green value chain (Almada, and Borges, 2018), green HRM practices (Ahmad, 2015), green information eco-system (Tan and Zailani, 2009), ecological learning atmosphere (Latan et al., 2018), green R&D activities (Al-Sheyadi et al., 2019), etc. to gain the much-needed competitive advantage. This shows that an

increase in green innovation practices has been observed in firms. When a firm encourages green innovation, it becomes one of the firm's unique characteristics, and the effects are evident in the firm's environmental performance (Chen et al., 2014). However, recent literature available has shown little empirical support for the idea that environmental performance and green innovation give businesses a competitive advantage (Murat, 2012; Chiou et al., 2011). Therefore, the researchers have proposed the following hypotheses:

H8: There is a positive and significant relationship between green innovation with green brand equity.

H9: There is a positive and significant relationship between green innovation with green perceived value.

### **Green perceived value**

According to Zeithaml, (1998) perceived value means the 'consumer's overall judgment of what is the net benefit received from a product that is, the difference between what is received in relation to what is given. However, to be specific green perceived value refers to "a consumer's overall assessment of what is received in relation to what is given based on his environmental desires, green needs, and sustainable expectations (Chen & Chang, 2012). In addition, to be a crucial factor in long-term relationships, perceived value also significantly influences consumers' intention to make purchases and consumers' trust (Zhuang et al., 2010). In addition to being a crucial factor in long-term client relationships, perceived value also significantly influences consumers' intentions to make purchases. Although green products are more expensive than ordinary products (Wu & Chen, 2014), the majority of companies try to offer eco-friendly products to increase the green perceived value of their brands (Cheung et al., 2015). A study by Chen and Chang, (2012) concluded that green perceived value significantly affects loyalty towards green brands and in turn green purchase intention. Green purchase behaviour is a kind of pro-environmental friendly behaviour (Kim & Choi, 2003; Durif et al., 2012). According to Mainieri et al., (1997), green purchase behaviour refers to the purchase of products and services that have the least influence on the environment. Therefore, eco-friendly purchase behaviour is thus a type of purchasing that enables customers to demonstrate their concern for the environment (Chan, 2001); William Kilbourne, (1998). Therefore, the researchers have proposed the following hypotheses:

H10: There is a positive and significant relationship between green perceived value with green purchase intention.

### **GREEN BRAND EQUITY**

Brand equity benefits the firm in both financial and non-financial incentives such as by improving competitive advantage and creating possibilities for brand extension (Yoo et al., 2000; Kang and Hur, 2012). Further, the literature has provided the following major advantages associated with building brand equity: linking previous and future marketing initiatives, and providing useful information to decision-makers regarding customer interests and choices (Yasin, et al., 2007). Various attempts have been made to define the term brand equity. According to Yoo et al., (2000), brand equity equals the difference between a brand's overall worth or value and its intangible elements. Brand equity can be studied from three different

perspectives: from the financial perspective (Simon, 1993), from the consumer or marketing perspective (Yoo and Donthu, 2001), and a combination of both the financial and consumer perspective (Motameni and Shahrokhi, 1998). When brand equity is considered in the context of the environment, “green brand equity” is defined as intangible assets linked to the firm’s pro-environmental activities that add value to the brand in terms of customer preferences (Chen, 2010). According to Seongho Kong and Hur, (2012), A company’s green brand equity is a result of green loyalty, green satisfaction, green trust, and green affect. Chang Chen, (2004) opined that, due to severe international environmental legislation and the rising number of consumers with environmental concerns, firms now place a greater emphasis on building green brand equity. The majority of the empirical studies have confirmed that there is a direct link between green brand equity and consumers’ green purchase intention. Building a strong brand is a strategically vital task for every company (Kang & Hur, 2012). Furthermore, strong brand equity offers the business financial and non-financial incentives (Yoo et al., 2000). Additionally, strong brand equity provides decision-makers with vital information about consumers’ interests and preferences (Mohd Yasin et al., 2007). According to Aaker, (1996) brand equity is a multi-layered concept that contains “perceived quality”, “brand loyalty” and brand associations”. Green brand equity is chiefly determined by association with stakeholders completely outside the business's control. Further, consumers, particularly those with environmental concerns, view a company’s environmental performance as a corporate social responsibility (Lin et al., 2011). A study conducted by Rahbar & Wahid, (2011) confirmed that the green CSR activities of the firm can affect consumers’ purchase decisions. Based on the above argument, the current study proposes

H11: Green brand equity shares a positive and significant relationship with green purchase behaviour.

To date, only a handful of studies have empirically examined how green marketing orientation moderates the effects of green entrepreneurship orientation on green corporate social responsibility. However, the majority of these studies have either explored the mediators (Hartmann et al., (2009) or the moderators (Matthes et al., 2014). Moreover, the current study encompasses a moderated mediation that explores the mediating effects of corporate social responsibility on the relationship between green entrepreneurial orientation while building green brand equity, and the moderating role of green market orientation between green entrepreneurial orientation with green CSR while building green brand equity.

### **III. RESEARCH DESIGN**

To analytically test the proposed conceptual model, a survey method was adopted. In order to collect the primary data, the researchers prepared a structured questionnaire, pre-tested it, and administered it to the respondents. A pilot study was conducted in the month of July to investigate the clarity, understandability, and validity of the instrument. The questionnaire was circulated at different shopping points to the willing respondents who generally shop for organic products. To collect the data the researchers have employed the convenience sampling method. For the purpose of the study, the scales for the chosen variables were adopted from validated and established scales of previous literature. Four items for each of the latent variables such as green purchasing practices; green marketing; green packaging; green distribution and green waste management practices were adopted from the scholarly works of



Huang et al., (2014), Vijay Mallik Raj et al., (2017); Nguyen & Nguyen (2018) and Wu, S.I. & Lin, S.R. (2016), the four scales for measurement of green brand equity were adopted from the work of Vaccaro & Echeverri (2010), five items were used to measure green CSR was adopted from Nguyen & Nguyen (2018), green corporate image, comprising five items were modified and adopted from Walters, (1978), the green perceived value was measured using five indicators of Chen & Chang, (2012), to develop scales for green market orientation (GMO), we make use of Deshpande, R & Farley, J.U. (1999), Lin et al., (2020) and Habib et al., (2021) respectively. Four items were used to measure the latent variable green distribution and the supply chain was adopted from Lin et al., (2020) and Habib et al., (2021). Green entrepreneurial orientation was measured with five scales adopted by Habib et al., (2021). Further, green purchase intention was measured with four indicators, adopted from Pui-Fong et al., (2014), and Kim et al., (2014) respectively.

In order to measure the chosen latent variables with measurable items, we have incorporated a five-point Likert scale (strongly disagree to strongly agree). A total of 956 questionnaires were distributed among the target population. But only 594 responses were received, however, due to various reasons only 492 responses were retained for the purpose of final analysis (51.46% response rate). Kline (2011) has recommended 10 samples per item taken up for the study. The current study consists of 44 items in total, therefore, a final sample of 492 meets the suggested sample size to build a model. In order to assess the reliability of the instrument, the researchers have conducted a reliability statistic (Cronbach's Alpha) for all the latent variables. Later, prior to applying the measurement model, the collected data was tested for the existence of outliers and normality issues to accomplish the various assumptions of the model. To accomplish this, the researchers have computed Cook's distance, which is suitable for detecting outliers in predictors. Any response which was showing a Cook's value  $>1$  was eliminated as recommended by Steven (1992). The retained responses were initially organised in a meaningful manner with the help of SPSS 26 software. Later, the researcher tabulated the frequencies which in turn helped the researchers to build a contingency table for further detailed analysis. To determine the existence of any common method bias (CMB), the researchers have employed Harman's one-factor test. This requires loading all the items measuring the latent variables taken for the purpose of the study into an EFA, by taking a fixed number of factors as 1. The EFA results revealed that the single factor accounted for 31.452% of the total variance which is less than the threshold value of 50% (Podsakoff et al., (2003)). In the next phase, a two-step model as suggested by Anderson & Ginberg (1988) namely, (i) measurement model (to investigate the reliability and validity among the indicators and latent variables by running confirmatory factor analysis) and (ii) structural or final model (for testing of hypothesis and model fit) by using AMOS 21 software.

#### IV. DATA ANALYSIS

**TABLE No. 1: TABLE SHOWING DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
Female	308	62.6
Male	184	37.4
<30	88	17.9

31-40	248	50.4
41-50	116	23.6
>51	40	8.1
Salaried	164	33.3
Self-Employed	80	16.3
Homemakers	92	18.7
Professionals	28	5.7
Others	128	26
< PUC	12	2.4
College but not graduate	68	13.8
Post Graduate	144	29.3
Graduate	220	44.7
Others	48	9.8
< Rs. 40,000	189	38.4
Rs. 40,001-Rs.60,000	111	22.6
Rs. 60,001- Rs.1,00,000	94	19.1
Rs.1,00,001 - Rs. 1,50,000	71	14.4
> Rs. 1,50,000	27	5.5

### MEASUREMENT MODEL

Confirmatory factor analysis was conducted by using AMOS 21 software to examine the reliability, convergent, and discriminant validity (Hair et al., (2016)). In the first phase, the constructs' reliability was adjudged by Cronbach's Alpha and composite reliability (CR). In the second phase, convergent validity was measured through Average Variance Extracted (AVE). However, the discriminant validity of the hypothesized model was assessed through the Fornell & Larcker, (1981) criterion.

**TABLE No. 2: TABLE SHOWING INTER-CORRELATION MATRIX**

	GPT	GMT	GPrT	GDT	GWMT	GEOT	GIT	GBET	GPVT	GPDT
GPT	<b>0.896</b>	.427**	.205**	.475**	.404**	.277**	.375**	.456**	.308**	.360**
GMT		<b>0.889</b>	.384**	.329**	.360**	.807**	.435**	.336**	.474**	.453**
GPrT			<b>0.894</b>	.274**	.285**	.355**	.344**	.331**	.286**	.373**
GDT				<b>0.903</b>	.351**	.256**	.353**	.320**	.353**	.326**
GWMT					<b>0.860</b>	.394**	.389**	.351**	.396**	.243**
GEOT						<b>0.876</b>	.395**	.362**	.315**	.406**
GIT							<b>0.942</b>	.384**	.449**	.327**
GBET								<b>0.903</b>	.386**	.315**
GPVT									<b>0.885</b>	.318**
GPDT										<b>0.881</b>

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

*GPT=Green Purchasing; GMT=Green Marketing; GPrT=Green Production; GDT=Green Distribution & Packaging; GWMT=Green waste Management; GEOT=Green entrepreneurial orientation; GIT=Green Innovation; GBET=Green Brand equity; GPVT=Green Perceived Value; GPDT: Green Purchase Decision.*

*Highlighted diagonal elements refer to the square root of AVE and off-diagonal elements were correlation coefficients*

**TABLE No. 3: TABLE SHOWING CONFIRMATORY FACTOR ANALYSIS RESULTS**

Items	Cronbach's Alpha	Loadings ( $\lambda$ )	AVE	CR		Sqrt of AVE
GP1	0.941	0.917	0.803	0.903	0.917***	0.896
GP2		0.847			0.847***	
GP3		0.914			0.914***	
GP4		0.904			0.904***	
GM1	0.937	0.899	0.790	0.909	0.899***	0.889
GM2		0.915			0.915***	
GM3		0.848			0.848***	
GM4		0.892			0.892***	
GPI1	0.939	0.868	0.799	0.913	0.868***	0.894
GPI2		0.91			0.910***	
GPI3		0.895			0.895***	
GPI4		0.902			0.902***	
GD1	0.946	0.874	0.815	0.919	0.874***	0.903
GD2		0.93			0.93***	
GD3		0.901			0.901***	
GD4		0.905			0.905***	
GWM1	0.919	0.864	0.740	0.894	0.864***	0.860
GWM2		0.846			0.846***	
GWM3		0.86			0.860***	
GWM4		0.871			0.871***	
GEO1	0.944	0.886	0.774	0.918	0.886***	0.880
GEO2		0.885			0.885***	
GEO3		0.886			0.886***	
GEO4		0.85			0.850***	
GEO5		0.89			0.890***	
GI1	0.942	0.882	0.767	0.915	0.882***	0.876
GI 2		0.882			0.882***	
GI 3		0.863			0.863***	
GI 4		0.883			0.883***	
GI 5		0.87			0.870***	
GBE1	0.946	0.879	0.816	0.921	0.879***	0.903
GBE2		0.919			0.919***	
GBE3		0.889			0.889***	
GBE4		0.926			0.926***	
GPV1	0.947	0.858	0.782	0.919	0.858***	0.885
GPV2		0.9			0.900***	
GPV3		0.883			0.883***	
GPV4		0.882			0.882***	
GPV5		0.899			0.899***	
GPD1	0.931	0.838	0.777	0.896	0.838***	0.881
GPD2		0.935			0.935***	
GPD3		0.879			0.879***	

GPD4

0.87

0.870\*\*\*

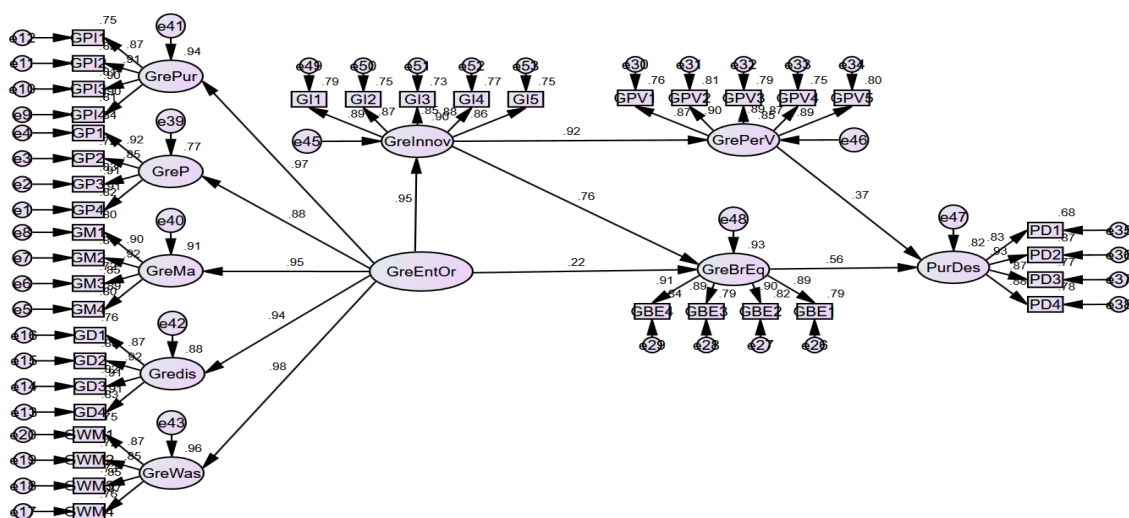
*GP=Green Purchasing; GM=Green Marketing; GPI=Green Production; GD=Green Distribution and packaging; GWM=Green waste Management; GEO=Green entrepreneurial orientation; GI=Green Innovation; GBE=Green Brand equity; GPV=Green Perceived Value; GPD: Green Purchase Decision.*

*CMIN= 10606.06; DF= 1406; P = 0.000 (<0.01); CMIN/DF = 7.543; GFI =0.901; NFI = 0.968; RFI = 0.937; IFI = 0.992; TLI =0.963; CFI = 0.991, RMSEA =0.015*

**Analysis:** it is evident from the above table No.3 that, the composite reliability (CR) of the first-order constructs was ranged between 0.894 to 0.921, further, Cronbach’s Alpha (CA) values found between 0.919 to 0.949. The Cronbach’s Alpha values were higher than the threshold value of > 0.7 suggested by Tabler, K.S. (2018), and the composite reliability >0.6 as recommended by Zainudin, (2012), and Bacon et al., (1995). These values indicate the reliability of the measurement model. In the next phase, the convergent validity of the model was measured through average variance extracted (AVE). All the chosen constructs’ AVE were found within the range of 0.740 to 0.816, which was above the recommended value of >0.5 (Fornell & Larcker, (1981)) confirming that the chosen model’s convergent validity is satisfactory. In order to confirm that there was no redundancy of the constructs, the researchers have run the discriminant validity of the measurement model. The square of AVE was compared with the correlations in the rows and columns of various latent variables (table no).3 Since the square of AVEs of the highlighted diagonal elements was higher than the off-diagonal correlation coefficient, the measurement model achieved discriminant validity (Fornell & Larcker, (1981)).

Finally, the measurement model’s overall model fit was adjudged by using (i) absolute fit measures such as  $\chi^2 = 10606.06$  ( $p < 0.01$ ), RMSEA = 0.015 (where recommended value is <0.06 (Hu & Bentler, (1999))), GFI =0.901 (ii) incremental fit measures such as AGFI =0.914, NFI = 0.968, RFI = 0.937, IFI = 0.992, TLI =0.963 and CFI = 0.991 (>0.9 as recommended by Hu, L.T. (1999) and (iii) parsimonious fit measure such as  $\chi^2/df = 7.543$  (<0.08 as recommended by Schumacker & Lomax, (2004)), PNFI = 0.641 and PGFI = 0.611. Thus, these measures confirm that the measurement model fits the data reasonably well for further investigation.

### STRUCTURAL MODEL AND HYPOTHESIS TESTING



**TABLE No. 4: TABLE SHOWING COEFFICIENT C.R. VALUE**

			U. Estimate	S. Estimate	S.E.	C.R.	P	Relationship
GEO	→	GP	1	0.878	0.06	17.857	***	Supported
GEO	→	GMa	0.987	0.955	0.043	22.946	***	Supported
GEO	→	GPu	1.024	0.971	0.043	23.85	***	Supported
GEO	→	GD	1	0.938	0.044	22.98	***	Supported
GEO	→	GW	0.915	0.981	0.04	22.947	***	Supported
GEO	→	GI	0.975	0.949	0.043	22.735	***	Supported
GEO	→	GBE	0.214	0.217	0.076	2.802	0.005	Supported
GI	→	GPV	0.892	0.922	0.036	24.668	***	Supported
GI	→	GBE	0.728	0.758	0.078	9.377	***	Supported
GPV	→	GPD	0.365	0.369	0.063	5.819	***	Supported
GBE	→	GPD	0.559	0.56	0.065	8.629	***	Supported

Note: Green entrepreneurial orientation is a Higher Order Construct (HOC) and GP, GW,

GD, GPu and GMa are Lower Order Constructs (LOC)

GP=Green Purchasing; GM=Green Marketing; GPI=Green Production; GD=Green Distribution and packaging; GWM=Green waste Management; GEO=Green entrepreneurial orientation; GI=Green Innovation; GBE=Green Brand equity; GPV=Green Perceived Value; GPD: Green Purchase Decision.

CMIN= 204.006; DF= 34; P = 0.000 (<0.01); CMIN/DF = 6.000; GFI = 0.918; AGFI =0.902; NFI = 0.940; RFI = 0.910; IFI = 0.943; TLI =0.915; CFI = 0.943, RMSEA =0.05

Once the researchers have achieved the criteria of the research instrument's reliability and validity, in the next phase they employed the structural model. The goodness of fit indices of the final model was assessed by running the structural model. It is evident from the above table that  $\chi^2 = 204.006$ , where  $\chi^2/df = 6.00$ , GFI = 0.918; AGFI =0.902; NFI = 0.940; RFI = 0.910; IFI = 0.943; TLI =0.915; CFI = 0.943, these values were above the recommended threshold value of 0.9 (Bagossi & Yi, 1988). However, the observed value of RMSEA =0.0512 which is less than the threshold value of 0.08 (Borwne & Cudeck, (1993).

The study examines the relationship between the predictors and dependent variables by path coefficient ( $\beta$ ) and t-statistics. Results of table No.4 show that the first hypothesis GEO with green purchasing initiatives taken up by the management was positive and significant  $\beta=0.971$ ,  $p=0.000$  (<0.01), followed by the second hypothesis of the study between GEO with green production initiatives taken up by the management was positive and significant coefficient  $\beta=0.878$ ,  $p=0.000$  (<0.01), the third hypothesis of the study was between GEO with green marketing strategies employed by the company was positive and significant coefficient  $\beta=0.96$ ,  $p=0.000$  (<0.01), the fourth hypothesis of the study GEO with green distribution and packaging strategies employed by the marketer was positive and significant coefficient  $\beta=0.938$ ,  $p=0.000$  (<0.01) and the fifth hypothesis of the study GEO with green waste management practices employed by the marketer was positive and significant coefficient  $\beta=0.981$ ,  $p=0.000$  (<0.01). The sixth hypothesis of the study was GEO with green innovation was positive and statistically significant with  $\beta=0.955$ ,  $p=0.000$  (<0.01), followed by GEO with green brand equity was positive and statistically significant with  $\beta=0.217$ ,  $p=0.005$  (<0.01), green innovation to green perceived value was positive and statistically significant with  $\beta=0.922$ ,  $p=0.000$  (<0.01), green

innovation to green brand equity was positive and statistically significant with  $\beta=0.758$ ,  $p=0.000$  ( $<0.01$ ), green perceived value to green purchase decision was positive and statistically significant with  $\beta=0.369$ ,  $p=0.000$  ( $<0.01$ ) and green brand equity to green purchase decision was positive and statistically significant with  $\beta=0.560$ ,  $p=0.000$  ( $<0.01$ ). In order to assess the structural model's explanatory power, the  $R^2$  value was used in the current study. Further, the proposed hypothesised model exhibited a better explanatory power while predicting the green products purchase intention where the coefficient of determination  $R^2$  was 0.817. This predictive power indicates the contributions of constructs chosen for the purpose of the study. However,  $R^2$  for brand equity was 0.932, this predictive power signifies the total variation in the green brand equity was explained by the predictors chosen for the purpose of the study.

### MEDIATION ANALYSIS

According to Baron & Kenny (1986), any third variable that affects the strength or direction of the relationship between the predictor and dependent variable is a mediating variable. In the current study green entrepreneurship orientation is a second-order composite and green corporate social responsibility is the variable that mediates the former and the building of green brand equity. In order to test the mediation, the researchers have used AMOS 21, the bootstrap procedure with 5,000 bootstrap runs to determine the path coefficient significance.

**TABLE No. 5**

**TABLE SHOWING THE MEDIATION EFFECT OF GREEN CORPORATE SOCIAL RESPONSIBILITY**

Direct/ Indirect Effect	Path Coefficient	95% BCCI	t value	p Value	Acc/Rej
GEO → GCSR	0.859	[0.888- 0.826]	19.228	0.000	Supported
GEO → GBE	0.411	[0.937- 0.868]	8.896	0.000	Supported
GCSR → GBE	0.577	[0.705- 0.449]	11.552	0.000	Supported
GEO → GCSR → GBE	0.498	[0.604- 0.389]		0.001	Supported

*GEO=Green Entrepreneurship Orientation; GCSR = Green Corporate Social Responsibility ( $R^2:0.74$ ); GBE = Green Brand Equity ( $R^2:0.91$ ).*

*Model fit Summary: CMIN= 493.175; DF= 74; P = 0.000 ( $<0.01$ ); CMIN/DF = 6.665; NFI = 0.939; RFI = 0.925; IFI = 0.948; TLI =0.935; CFI = 0.947, RMSEA =0.0432*

It is evident from the above table No. 5 that the direct path between green entrepreneurship orientation with green brand equity was positive and statistically significant with a standardised coefficient  $\beta=0.411$ ,  $p=0.000$  ( $<0.01$ ). However, the path between green entrepreneurship orientation with green corporate social responsibility was positive and statistically significant with a standardized coefficient of  $\beta=0.859$ ,  $p=0.000$  ( $<0.01$ ), and further, the path between green corporate social responsibility with green brand equity was positive and statistically significant with  $\beta=0.577$ ,  $p=0.000$  ( $<0.01$ ). The results of the direct effect support the proposed hypothesis. Higher the green entrepreneurship orientation, the higher the level of green corporate social responsibility (first hypothesis). Similarly, the higher the green entrepreneurship orientation, the higher the brand equity of the green products, and the higher

the green corporate social responsibility, the higher the green brand equity in the eyes of the consumers. However, in the indirect path green entrepreneurship orientation → green corporate social responsibility → green brand equity the standardised coefficient was positive and statistically significant  $\beta=0.498$ ;  $p=0.001$  ( $<0.01$ ) with the upper bound and lower bound confidence interval (@95%) of 0.604- 0.389 which was statistically significant. To sum up, hypothesis four indicates that to enhance the green brand equity further, green corporate social responsibility is necessary and acts as a harmonising mediator (partial mediation). Finally, all the fitness of indices were within the recommended threshold values suggested by Bagossi & Yi, (1988).

**TABLE No. 6**

**TABLE SHOWING MEDIATION EFFECT OF GREEN PERCEIVED VALUE**

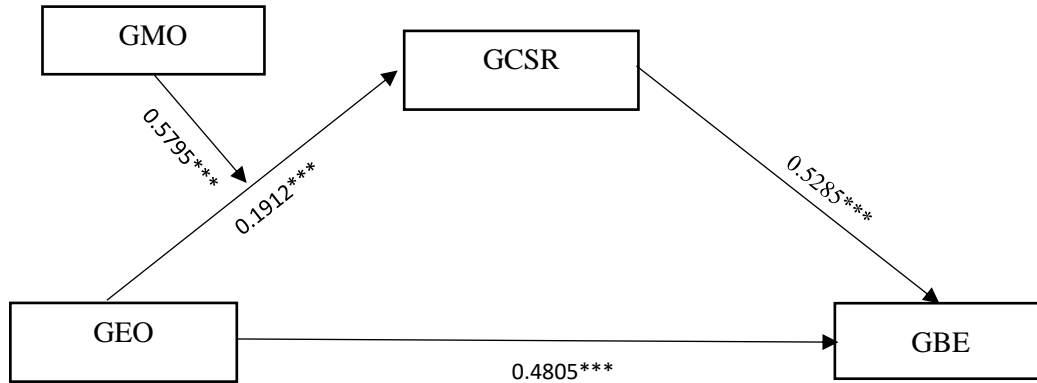
Direct/Indirect Effect	Path Coefficient	95% BCCI	t value	p Value	Acc/Rej
GPI → GPV	0.937	[0.960- 0.911]	21.803	0.000	Supported
GPI → GPD	0.584	[0.919- 0.844]	5.915	0.000	Supported
GPV → GPD	0.322	[0.517- 0.106]	3.341	0.000	Supported
GPI → GPV → GPD	0.302	[0.489- 0.101]		0.001	Supported

*Note: BCCI: bias correlated confidence intervals.*

*GPI=Green Product Image; GPV = Green Perceived Value ( $R^2:0.72$ ); GBE = Green Purchase Decision ( $R^2:0.80$ ). Model fit Summary:  $CMIN= 421.93$ ;  $DF= 72$ ;  $P = 0.000$  ( $<0.01$ );  $CMIN/DF = 5.8601$ ;  $NFI = 0.920$ ;  $RFI = 0.901$ ;  $IFI = 0.927$ ;  $TLI = 0.905$ ;  $CFI = 0.927$ ,  $RMSEA = 0.061$*

It is evident from the above table No. 6 that the direct path between green product image with green perceived value was positive and statistically significant with standardised coefficient  $\beta=0.937$ ,  $p=0.000$  ( $<0.01$ ). However, the path between the green product image and with green purchase decision was positive and statistically significant with a standardised coefficient of  $\beta=0.584$ ,  $p=0.000$  ( $<0.01$ ) and further, the path between green perceived value with the green purchase decision was positive and statistically significant with  $\beta=0.322$ ,  $p=0.000$  ( $<0.01$ ). The outcomes of the direct effect support the hypothesis. Higher the green product image, the higher the green perceived value by the consumers, the higher the green purchase decision by the consumers, and finally, the higher the green perceived value, the higher the green purchase intention by the consumers. However, the indirect path green product image → green perceived value → green purchase decision the standardised coefficient was positive and statistically significant  $\beta=0.302$ ;  $p=0.001$  ( $<0.01$ ) with the upper bound and lower bound confidence interval (@95%) of 0.489- 0.101 which was statistically significant. This shows that to increase the customers' acceptance of green products the marketers have to build green perceived value as it acts as a complimentary mediator construct (due to partial mediation) along with green product image. Finally, all the fitness of indices were within the recommended threshold values suggested by Bagossi & Yi, (1988).

**MODERATED MEDIATION BETWEEN GREEN ENTREPRENEURSHIP ORIENTATION AND GREEN BRAND EQUITY (M: GREEN CORPORATE SOCIAL RESPONSIBILITY; W: GREEN MARKET ORIENTATION)**



In the current study, the researchers have used green market orientation as a moderator of green entrepreneurship orientation to green corporate social responsibility

**Table No. 7: TABLE SHOWING MODERATED MEDIATION EFFECT**

Explained variable						
Model	M= Mediator			Y = (DV)		
	$\beta$	SE	95% CI	$\beta$	SE	95% CI
			LLCI (ULCI)			LLCI (ULCI)
Constant	19.3573	0.1723	19.0187 (19.696)	1.6983	0.1301	1.4427 (1.9539)
X=(IV)	0.1912	0.0509	0.0912 (0.2912)	0.4805	0.0321	0.4173 (0.5436)
M=Mediator				0.5285	0.0338	0.4621 (0.5950)
W=Moderator				0.5795	0.0513	0.4788 (0.6803)
M x W				-0.014	0.0042	-0.0223 (-0.0056)
	R <sup>2</sup>	0.7305			R <sup>2</sup>	0.8289
	F(df)	F (3,492) = 440.856			F(df)	F (2,492) = 1184.278

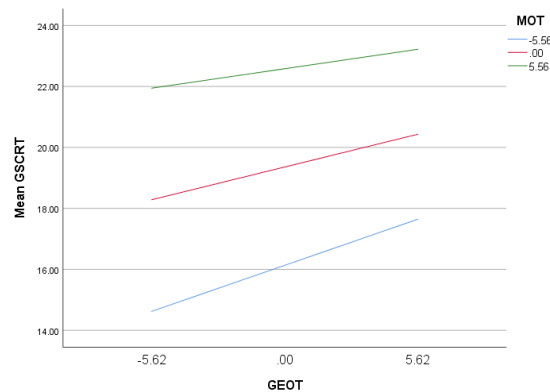
**Table No. 8: INDEX OF MODERATED MEDIATION ANALYSIS**

	Index	BootSe	BootLLCI	BootULCI
W = Green Market Orientation	-0.0369	0.0128	-0.0637	-0.0134

W = Green Market Orientation	$\beta$	SE	95% CI
			LLCI (ULCI)
Low (-1SD) =-5.5644	0.2689	0.0519	0.1669 (0.371)
Moderate = 0.0000	0.1912	0.0509	0.0912 (0.2912)
High (+1SD) =5.5644	0.1135	0.06	-0.0164 (0.1001)



### GRAPH SHOWING CHANGES IN THE SIMPLE SLOPES ACROSS LEVELS OF GMO



It is evident from the above table No. 7 that the interaction term (GEO \* GMO) was statistically significant ( $\beta = -0.014$ , s.e. = 0.0042,  $p < 0.01$ ) indicating that the green market orientation moderates the effect of green entrepreneurship orientation on green corporate social responsibility. In addition to it, the predictors accounted for a statistically significant variation in green corporate social responsibility, R-square:0.7305;  $F(3, 492) = 440.8555$ ,  $p < 0.01$ . Further, green entrepreneurship orientation (independent variable) was positive and significant  $\beta_1 = 0.1912$ , s.e. = 0.0509,  $p < 0.01$  predictor of green corporate social responsibility for cases falling at the mean of green market orientation. Greenmarket orientation was positive and statistically significant  $\beta = 0.5795$ , s.e. = 0.0513,  $p < 0.01$  predictor of green corporate social responsibility for cases falling at the mean of green entrepreneurship orientation. In order to understand the effect of the interaction term, at three levels i.e., at mean, mean-1sd, and mean +1sd of the moderator (green market orientation), the researchers have conducted a simple effects test. Since green market orientation was mean-centered for the purpose of the study, the mean of the variable was assumed to be 0. The other two levels of green market orientation that we are testing for simple slopes are: mean-1sd = 0 - 5.5644 and mean + 1sd = 0 + 5.5644. Therefore, the following the simple slope at mean -1sd is computed as  $\beta_1 - \beta_3 * s$  (green market orientation) =  $0.1912 - (-0.0140) (5.564) = 0.2689$  and the simple slope at mean + 1sd is computed as  $\beta_1 + \beta_3 * s$  (green market orientation) =  $0.1912 + (-0.0140) (5.564) = 0.1135$ . At -1sd on the centered green market orientation (moderator) the slope for entrepreneurship orientation was positive and significant ( $\beta = 0.2689$ , s.e. = 0.0519,  $p < 0.01$ ). At the mean on green market orientation, the slope was positive and significant ( $\beta = 0.1912$ , s.e. = 0.0509,  $p < 0.01$ ). However, at +sd of the centered moderator variable, the slope for green entrepreneurship orientation was positive but not significant ( $b = 0.1135$ , s.e. = 0.0600,  $p > 0.05$ ). therefore, we can conclude that even though, the first two slopes were positive and significant, one can see that the slopes for the effect of green entrepreneurship orientation on green CSR appear to become less and less significant with the increase in levels of green market orientation i.e., increasingly positive.

Further, we found that green entrepreneurship orientation and green corporate social responsibility accounted for significant variation in green brand equity, R-square = 0.829;  $F(2, 492) = 1184.278$ ,  $p < 0.01$ . However, green entrepreneurship orientation was a positive and significant predictor of green brand equity ( $\beta = 0.4805$ , s.e. = 0.0321,  $p < 0.01$ ), and green

corporate social responsibility was also positive and significant ( $\beta = 0.5285$ ,  $s.e. = 0.0338$ ,  $p < 0.01$ ). The conditional indirect effect of green entrepreneurship orientation on green brand equity at -1sd was 0.2689, the conditional indirect effect of green entrepreneurship orientation on green brand equity at the mean (0) was 0.1912 and the conditional indirect effect of green entrepreneurship orientation on green brand equity at +1sd was 0.1135. The Index of Moderated Mediation (omnibus test) quantifies the degree to which the indirect effect in the model is moderated. It is evident from above table No. 8 that the Index of Moderated Mediation (IMM) was -0.0369; the bootstrap ninety-five confidence interval = (-0.0637, -0.0134). This indicates that the model is statistically significant. Further, the conditional indirect effect of green entrepreneurship orientation on green CSR at -1sd on was 0.2689; the bootstrap ninety-five confidence interval = (0.1669, 0.371), the effect was statistically significant. The conditional indirect effect at the mean of green market orientation was 0.1912; the bootstrap ninety-five confidence interval = (0.0912, 0.2912), the effect was statistically significant. However, the conditional indirect effect at +1sd of green market orientation 0.1135; the bootstrap ninety-five confidence interval = (-0.0164, 0.1001), the effect was not statistically significant.

## V. DISCUSSION AND CONCLUSION

The current study has been undertaken to understand the impact of green entrepreneurial orientation on green innovation, green perceived value, and green brand equity and its impact on green purchase intention. Further, we tried to explore the mediation effect of green corporate social responsibility while building green brand equity through green entrepreneurial orientation and the mediation effect of green perceived value on the relationship between green product image and the purchase intention of the consumers. In addition to this, we tried to understand the moderation effect of green marketing orientation on the relationship between green entrepreneurial orientation with green corporate social responsibility. The latent variables such as green purchasing practices; green marketing; green packaging; green distribution and green waste management practices were found to share a statistically significant relationship with the green entrepreneurship orientation. Further, we found a significant and share the positive relationship between green entrepreneurship orientation with green marketing orientation, and green brand equity. In addition, we found that green marketing orientation can bring green perceived value among the consumers and add further value to the green brand equity of the product. Finally, we found a significant and positive relationship between green perceived value with purchase intention (seems to agree with the findings of Chen & Chang (2012); Rizwan et al., (2013); Yadav & Pathak (2017), and green brand equity with green purchase intention by the consumers. In the case of mediation analysis, we found that green CSR can act as a harmoniser to enhance the impact of green entrepreneurial orientation on green brand equity. Similarly, in order to induce the consumers to buy green products frequently the green perceived value acts as a complimentary mediator along with the green product image of the products offered to the customers. Finally, in the current study green market orientation moderated the relationship between green entrepreneurial on green brand equity via green CSR.

In spite of increasing awareness regarding the importance of environmental protection in the interest of mankind, only a few companies have incorporated green culture in their marketing mix which in turn enhances the quality of products, protects the environment, and significant

impact on firm performance. In the current empirical study, we identified that only the firms which are engaged in green entrepreneurial orientation can be engaged in green marketing strategies such as green purchasing practices; green marketing; green manufacturing, green distribution & packaging, and green waste management practices. Further, the inclusion of additional constructs such as green entrepreneurial orientation and green innovation directly promotes green perceived value in the eyes of the consumers and also assists the organisation to build green brand equity. Therefore, the green initiation in the form of a green entrepreneurial orientation strategy may motivate other firms to integrate green marketing strategies which in turn helps the firms to incorporate a unique green competency in operational activities such as green procurement, green manufacturing, green product development, green supply chain practices, and green waste management process (Green et al., (2012); Zhu et al., (2012)).

According to Manaktola & Jauhari, (2007) Indian consumers are highly price sensitive. They always prefer low-priced products over high-priced products and services. In such a scenario, the marketers should focus more on the communication of the firm's green market practices such as green purchasing practices, green marketing, green packaging, green distribution, and green waste management practices and their impact on the environment and even on the health of the consumers can act as effective marketing strategies to reach the potential customers. Further, it is expected to increase the green perceived value and green trust among consumers. In addition to it, it is likely to increase the green brand image in the eyes of the consumers and enhances the green brand equity, which in turn positively affects green purchase intention and they are likely to pay more price for green products. Therefore, the prime focus of the promotion strategy should encompass the dissemination of green information and its advantages on the personal health of potential consumers and its impact on the environment as well.

Strong brand equity of green products was definitely affected by the green marketing strategies employed by the marketers with green entrepreneurial orientation, which leads to the introduction of innovative green products to consumers. This results in an increase in the perception of consumers towards the green entrepreneurial orientation. Even though green products are sold at a premium price, the emotional bonds built by the marketers through both green benefits and non-green benefits would be recognised by the consumers. later, it creates a positive and strong brand preference among consumers.

Further, in the current study, we found a strong moderated mediation between green entrepreneurship orientation and green brand equity through green CSR by using green market orientation. The green entrepreneurship orientation enhances the green CSR moderated through green marketing orientation or strategies, which then results in building green brand equity. This points out that green entrepreneurship orientation together with a green market orientation by firms enhances green CSR, which in turn helps to build green brand equity in the eyes of the consumers. This indicates that green entrepreneurship orientation coupled with green market orientation can help to build a green CSR image in the eyes of the consumers by promoting environmental protection and in turn assists to build strong green brand equity in the eyes of the consumers.

In the current study, we found a mediating effect of green CSR on the relationship between green entrepreneurship orientation with green brand equity. This indicates that marketers with a green entrepreneurship orientation can build green brand equity by employing green CSR strategies. In addition, we found a mediation effect of green perceived value on the relationship between green product image with the green purchase decision. This shows that the green product image can increase the green perceived value in the eyes of the consumers and in turn the consumers are willing to purchase such products. These findings indicate that to enhance the purchase intention of green products, it is advisable to build a green product image that may influence the green perceived value of the products and which in turn influences the consumer purchase intention of the green products. Further, the evidence from the study highlighted the fact that green entrepreneurship orientation coupled with green market orientation can moderate green CSR which in turn positively affects the green brand equity. Secondly, the literature stresses that green brand image, green trust, green brand equity, and green perceived value positively affect green purchase intention. Therefore, based on these findings we can conclude that green entrepreneurial orientation is an essential antecedent to building green perceived value and green brand equity. Further, the present study reveals that green entrepreneurial orientation is the key facilitator of green innovation activities such as the introduction of innovative products by incorporating new innovative green ideas, especially in the areas of procurement, green R&D, green distribution and packaging and green waste management, which is expected to yield competitive advantage to the firm.

## **MANAGERIAL IMPLICATIONS**

The current study offers valuable implications to decision-makers. For example, today environmental issues are becoming a predominant concern for consumers. Therefore, the stakeholders keep pressuring the firms to focus on green entrepreneurial orientation and to build sustainable green products. Consequently, it is suggested to marketers imbibe green entrepreneurship orientation and integrate green market orientation while procuring inputs, producing only environmental-friendly products, green branding, green packaging & labelling, green supply chain management, and green waste management. Thus, green entrepreneurial orientation increases the perceived value of products offered by the marketers and enhances the green trust among the consumers which may influence the consumers' green purchase intention (Chen & Chang (2012)) which is consistent with the finding of previous research such as Chen & Chen (2012) and Rizwan et al., (2013).

Further, the current study discloses a positive relationship between green entrepreneurial orientation with green R&D activity to develop innovative eco-friendly products, green purchase patterns, and green distribution and packaging strategies. Therefore, in order to fulfill stakeholders' demands, firms are advised to join hands with green suppliers who can provide eco-friendly distribution services to reduce the negative impact on the environment. In addition, by integrating green supply chain practices, firms can build a favourable green image in the eyes of stakeholders such as consumers, government agencies, communities, etc. to address various environmental challenges. This finding suggests that green entrepreneurial orientation initiated at the firm level may become the corporate vision, culture, and values of the firm. Similar findings were documented by Albino & Dangelico (2009); Reche et al., (2019); de Oliveira (2018). These findings may give a significant contribution to future researchers who may be interested in exploring the possibility of integration of green

procurement, green distribution, and green labelling into supply chain management. Hence, managers ought to encourage a green atmosphere that is purely based on green innovation and good sustainable environmental performance. If, an organisation incorporates a 'green' culture as part of its values and mission, can generate a commitment to environmental care.

Nonetheless, a green entrepreneurial orientation coupled with green marketing strategies can introduce green innovative products and services which in turn significantly influence green perceived value and green which may influence the purchase intention of the consumers. In addition to it, green entrepreneurial orientation is the best way for marketers to minimise the impact of their activities on the environment and green entrepreneurial-oriented firms only can decrease this adverse impact on the environment through green entrepreneurial orientation. Furthermore, the current study offers a unique contribution to the green entrepreneurial orientation by incorporating green marketing activities for developing a sustainable eco-friendly society by introducing eco-friendly products and demonstrating them as a genuine environmentally friendly firm. Consequently, firms need to unify resources and competencies in order to introduce sustainable green products to society. All these activities such as reducing harmful toxic emissions, bio-degradable packaging materials, using eco-friendly vehicles for distribution and supply chain management, eco-friendly waste management, and introducing innovative eco-friendly products with an intention to provide a sustainable environment that goes beyond the compliances of regulations framed by the government and government agencies.

## **LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH**

The current empirical study has few limitations, in particular, the sample was drawn from a single city Bengaluru. This limits the generalisability of the study findings to other parts of India. Therefore, it is advisable that future research studies incorporate another major tier 1 and tier 2 cities to collect data to provide additional evidence to support the findings.

The findings of this study may facilitate the organic products manufacturing industry in India to increase the green perceived value, building green brand equity and finally consumers buying intention. The findings can be tested and extended for other sectors such as automobiles, textiles, leather, etc. to understand its impact on green innovation, brand equity, and green perceived value.

In the current study, we did not consider the other important dimensions such as green product image, green trust, willingness to pay a premium, subjective norm, attitude towards the green brand, environmental concern, product image, corporate image, etc. therefore, future researchers can incorporate the above-mentioned constructs in their study.

## **RESEARCH CONTRIBUTIONS**

This empirical study makes a vital contribution to the literature by testing a model that investigates the impact of green entrepreneurial orientation on purchase intention by consumers. Further, in the current study, we conducted a moderated mediation between green entrepreneurship orientation and green brand equity through green CSR by using green market orientation. Findings confirm the moderated mediation effect between green entrepreneurship orientation and green brand equity. In addition to it, we found a partial mediation between green CSR on the relationship between green entrepreneurship orientation with green brand

equity and green perceived value on the relationship between green product image with the green purchase decision.

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