

The mediating impact of green self-efficacy and green mindfulness in the relationship between green shared vision and green creativity among the manufacturing firms in Thai sports Industry

NATNAPORN AEKNARAJINDAWAT¹, KITTISAK JERMSITTIPARSERT^{2,3} ✉

¹Graduate School, Suan Sunandha Rajabhat University, Bangkok, Thailand

²Department for Management of Science and Technology Development, Ton Duc Thang University, Ho Chi Minh City, Vietnam

³Faculty of Social Sciences and Humanities, Ton Duc Thang University, Ho Chi Minh City, Vietnam

ABSTRACT

The main objective of the current study is to examine the impact of green self-efficacy, green mindfulness and green shared vision on the green creativity among the manufacturing firms in Thai sports Industry. In addition to that, the mediating impact of green self-efficacy and green mindfulness in the relationship between green shared vision and green creativity among the manufacturing firms in Thai sports Industry is also examined. There is need to fill this research gap. It has been proposed in this study that there are three novel constructs including green mindfulness, green shared vision, and green self-efficacy. An integral framework has been developed to define the association among the variables and their implications. Companies, which lie in the environmentalism context, have to consider green creativity. The manufacturing firm's Thai sports industry are chosen as a sample of the study and the SEM-PLS is used to analyse the data. The findings of the study have provided support to the proposed results. The findings revealed that the when companies aim at increasing their green creativity, it is required to increase their shared vision. When companies aim at improving green creativity, it is required to increase green mindfulness. It has been indicated by the results that a significant mediation effect is created by green mindfulness, which directly affects green creativity in a positive through green mindfulness. A novel concept has been developed in this study, which is green mindfulness, to explore the implications. The previous studies have analysed the issues of shared vision, but this has not been explored regarding environmental management. **Keywords:** Green; Mindfulness; Self-efficacy; Creativity; Sports; Thailand.

Cite this article as:

Aeknarajindawat, N., & Jermstittiparsert, K. (2019). The mediating impact of green self-efficacy and green mindfulness in the relationship between green shared vision and green creativity among the manufacturing firms in Thai sports Industry. *Journal of Human Sport and Exercise*, 14(5proc), S2262-S2275. doi:<https://doi.org/10.14198/jhse.2019.14.Proc5.43>

✉ **Corresponding author.** Social Research Institute, Chulalongkorn University, Bangkok, Thailand.

E-mail: kittisak.jermstittiparsert@tdtu.edu.vn

Supplementary Issue: Summer Conferences of Sports Science. First International Conference in Iraq on Sport for Peace, 4 April 2019. Baghdad Science Institute, Baghdad, Iraq.

JOURNAL OF HUMAN SPORT & EXERCISE ISSN 1988-5202

© Faculty of Education. University of Alicante

doi:10.14198/jhse.2019.14.Proc5.43

INTRODUCTION

The sport companies of Thailand have become concerned about adopting strategies, which are environmental friendly, in order to react to the demands of environment (Singh & El-Kassar, 2019). Similarly, the sport companies in Thailand are altering their business models to adopt the green trends with reference to the environment. This refers to green creativity (GCR) in the production of sports products (Singh & El-Kassar, 2019).

The companies are eager to perform activities to reduce the influence of global warming. All aspects of strategies are being influenced by the challenges of environmental management. For this, the concepts of competition across the world are being revised (Chen et al., 2015). It has become important for the companies to make their business activities sustainable and creative pertaining to the environment (Dangelico, 2016; Somjai & Jermisittiparsert, 2019; Jermisittiparsert, Namdej, & Somjai, 2019). The companies can be supported in achieving environmental sustainability through effective GCR (Lyon & Montgomery, 2015; Song & Yu, 2018). A crucial role is played by GCR in responding to the changing trends for achieving competitive edge (Dangelico, 2016; Singh & El-Kassar, 2019). The green challenges cannot be overcome by environmental management only in this competitive green era. There is need for the companies to incorporate GCR as (Chen et al., 2015). It has been considered by several firms that environmental management is not important, and it is regarded as a hurdle in gaining profits. However, industrial pollution is caused through inefficient utilization of resources (Singh & El-Kassar, 2019). The advantage can be availed by the firms engaging in green innovation and GCR to obtain and sustain competitive advantage. This enables the companies to reduce the industrial pollution while manufacturing wastes (Bringezu & Bleischwitz, 2017). The generation of new ideas for the development of green products is referred as GCR. This involves green processes, green services, green products and green practices, which are unique, original, and beneficial (Chen et al., 2015). The concept of creativity has become a key concern in strategic management, knowledge management, and organizational management (Uhl-Bien & Arena, 2018). However, no research study has analysed the factors, which determine GCR in environmental management. An original framework has been developed by this research study to analyse the determinants for fulfilling the environmental concerns. A collective strategic direction is provided through a shared vision that directs the members towards the right way. An original concept has been proposed by this study in this era of environmental challenges. This concept is referred as green-shared vision, which is regarded as a common direction of strategies internalized by the organizational members. Moreover, a receptive attention about the existing events internally as well as externally is referred as mindfulness (Ting-Toomey & Dorjee, 2018). A new concept has been proposed by this research referred as green mindfulness. This is regarded as the level of awareness for the environmental knowledge and information by the individuals. The green mindfulness of members can be enhanced through green shared vision (GSHV). Moreover, it has been asserted by this research that the green mindfulness is positively influenced by GSHV. The green mindfulness is positively linked with GCR. The belief in individual's capabilities to organize and implement different actions is referred as self-efficacy (Maddux, 2016). A new concept of green self-efficacy (GSE) has been developed in this environmental era. This is defined as the belief in the capabilities of an individual for organizing and implementing different actions for achieving the goals related to environment. It has been considered that the GSE of members can be enhanced through GSHV. Moreover, it has been argued by the research that GSE is positively influenced through GSHV. The GSE ultimately influences the GCR positively (Song & Yu, 2018). GCR becomes prevalent when there is more environmentalism in the market (Chen et al., 2015). The factors influencing GCR are distinct as compared with the traditional creativity. It has been argued that the companies need to formulate GSHV, GSE and green mindfulness to enhance GCR. However, not any of these analyses the factors influencing GCR. There is need to fill this research gap. It has been proposed in this study that there are three novel

constructs including green mindfulness, GSHV and GSE. An integral framework has been developed to define the association among the variables and their implications. Companies, which lie in the environmentalism context, have to consider GCR (Song & Yu, 2018). A research framework has been established that support the companies in improving their creativity through three variables including green mindfulness, GSHV, and GSE. The research studies on GSE, shared vision, green management, and mindfulness has been summarized in this study into a new framework of GCR. An empirical test has been carried out to find the relation between green mindfulness, GSHV, GCR, and GSE.

HYPOTHESIS DEVELOPMENT

The aspirations and collective goals can be expressed by a shared vision for the organization, which give a direction to members for development (Colombo, Franzoni, & Rossi-Lamastra, 2015). A common direction of strategies is offered through a shared vision, which reveals the convergent goals (Stangor, 2015). It has been argued in this research that a crucial role is played by green management in improving the green initiatives. An original concept has been proposed by this study, GSHV, which has been defined as a common and clear strategic direct to achieve the environmental goals through internal organizational members.



Figure 1. Green Mindfulness.

The level of responsiveness to changes and attention or willingness for alternative considerations is referred as mindfulness (Chandwani, Agrawal, & Kedia, 2016). Green ideas can be promoted with organizational mindfulness related to green management in an organization. Green mindfulness has been regarded as the condition of individual awareness about the context and context of knowledge and information of environment (Blok, 2018). When there is no shared vision in an organization, this results in distrust and suspicion across

the organization so that it becomes difficult to promote mindfulness activities (Uchihira, 2016). Potentials are utilized by a shared vision for the success of corporation based on the strategies of vision. Therefore, organizational mindfulness is encouraged through a shared vision in an organization. A clear purpose of organization is generated through a shared vision and required changes are promoted in the organization to expand the organizational mindfulness. The organization is supported through a shared vision to follow the right direct and it may lead to organizational mindfulness (Dane & Brummel, 2014). It has been argued by previous research studies that mindfulness is based on shared vision due to its ability to give direct for thinking and change. Employees are supported to become mindful through shared vision (Dane & Brummel, 2014). A key role is played by a shared vision in changing the mindfulness of members or imprinting it (Gronn, 2019). Resultantly, the mindfulness of members in an organization can be improved through creation of a shared vision. GSHV has been assumed to be positively influencing the green mindfulness of a firm. This has been hypothesized as below:

Hypothesis 1: gshv has significant relationship with the gmfn.

A sense of commonality is established through a shared vision. This offers coherence to various organizational activities. A shared vision can be communicated by the top managers in a clear way for showing optimism and confidence and achieving goals along with promoting beliefs and norms among the employees (Solaja & Ogunola, 2016). Sufficient reference and objectives can be provided through a shared vision for the members to enable them for overcoming the challenges. Moreover, it influences the employee's behaviour to do the work successfully. Moreover, members can be motivated through a share vision to increase the willingness of members for improving their performance beyond the expectations. The belief in the individuals' abilities for doing a certain activity and implementing it for achieving the goals is referred as self-efficacy (Maddux, 2016). An original notion of self-efficacy has been proposed in this research to deal with the trend of green across the world. This notion has been referred as the individuals' capabilities to implement different activities for the achieving of goals related to environment (Maddux, 2016; Zahra, Waseem Ul Hameed, Fiaz, & Farhan). It was indicated by Gebert, Heinitz, and Buengeler (2016) that the self-efficacy of members is positively influenced by shared vision by focusing on the positive expectations, perception and desired abilities for the achievement of set goals. Firms are able to develop self-efficacy among the employees through a shared vision. This offers guidelines for the employees as well (Asencio & Mujkic, 2016). Therefore, it has been argued that GSE is positively influenced through GSHV and the following hypothesis has been constructed:

Hypothesis 2: gshv has significant relationship with the gse.

Common insight, knowledge, and foresight are conveyed through a shared vision along with a desired future for the employees. It becomes easier for the employees to recognize, collect, and extract various technologies, abilities, skills, and ideas to improve creativity through a shared vision in the organization (Amis, 2018). The organizational creativity is improved through a shared vision. The first initiative for achieving competitive advantage is through defining and conveying a clear, integrated, and shared vision (Jourdan, 2015). A common strategic direct is provided through a shared vision that can encourage the employees for making efforts to achieve the organizational goals in a creative way (Stangor, 2015). To develop new ideas, creativity is important, which can result in innovation. The development of new approaches, ideas, processes is referred as creativity. However, the process of altering the ideas in the development of distinct products/services is referred as innovation. In the process of innovation, an essential part is creativity. It plays an initiative role in innovation. The generation of new ideas regarding green processes, green services, green products, and green practices considered useful, unique and original, are referred as GCR (Chen et al., 2015; Song & Yu, 2018). Organizational creativity and shared vision have a strong association. It was demonstrated by Tufail, Ismail, and Zahra (2016) that shared vision creates a positive influence on the creativity of an

organization. A crucial role is played by shared vision in supporting creativity within the organization (Mittal & Dhar, 2016). It has been indicated through empirical literature that shared vision is crucial in the process of creativity. Members can be supported by a shared vision in the cognitive processes related to creativity including the identification of problem, searching of information, generation of solution and problem solving (Jaiswal & Dhar, 2015). A shared vision can be provided by transformational leaders to the members for creativity generation. For GCR, GSHV is imperative to deal with the green needs across the world. It has been indicated by the research studies that there is positive association between the shared vision of a firm and its creativity (Donate & de Pablo, 2015). Therefore, it has been asserted that the GCR of a firm is positively influenced through GSHV. In this regard, the following research hypothesis has been formulated: Hypothesis 3: gshv has significant relationship with the gcr.

The ability to focus on feedback and information regard the current operation based on effective adaptation is referred as mindfulness (Gronn, 2019). Five components are included in mindfulness such as sensitivity with respect to different aspects, novelty openness, distinction alertness, awareness of different perspectives, and present orientation (Chandwani et al., 2016). For the development of creativity, the five components of mindfulness are crucial (Chandwani et al., 2016). It was asserted by Sutcliffe, Vogus, and Dane (2016) that mindfulness has certain advantages including expanded scanning considering different viewpoints, interpretation related to context, appreciation of different viewpoints. These are important and useful for creativity. The comprehension of complexity can be improved through mindfulness and it reduces the tight coupling in the organization. In this way, a positive association exists between creativity and mindfulness. It has been posited by previous research studies that there is positive relation between task performance and attentional mindfulness component. It was asserted by Tuckey, Sonnentag, and Bryan (2018) that higher attention to external stimuli is resulted from higher mindfulness, which results in superior performance. A great attention can be provided by mindfulness, which improves the intelligence related to task and creativity (Dane & Brummel, 2014). When the tasks are considered in a meaningful way, the employees can engage in a creative way (Tuckey et al., 2018). Moreover, employees become able to improve their capabilities for solving problems through mindfulness, which helps in decision-making. This increases the communication and skills, resulting in higher concentration. Further, creativity is improved through mindfulness. There is positive association between mindfulness and creativity (Tuckey et al., 2018). For complying with the green trend across the world, a crucial determinant of GCR is green mindfulness. It has been argued that GCR is positively influenced through green mindfulness (Song & Yu, 2018). The following hypothesis has been proposed in this regard:

Hypothesis 4: gmfn significantly influence the gcr.

Hypothesis 5: gmfn significantly mediates the influence the gshv on gcr.

The beliefs of individuals regarding their capabilities of developing performance of designated level are referred as self-efficacy (Maddux, 2016). The performance of individuals having higher self-efficacy is better and they are committed with their goals. Several outcomes of behaviour are positively linked with self-efficacy including persistence and engagement (Maddux, 2016). The task performance can be predicted significantly through self-efficacy (Maddux, 2016; Tepper & Yourstone, 2018). Positive thinking, effective goal setting, and self-regulation are linked with self-efficacy in a positive way (Maddux, 2016). The level of value linked with an idea and its originality in targeting the customers from their perspective can evaluate the creative idea. It was asserted by Sigala and Chalkiti (2015) that interactions with the members can lead to creativity. More efforts are contributed by the employees in their work who perceive themselves capable. The previous literature has shown that the creativity development is based on self-efficacy (Tepper & Yourstone, 2018). Higher confidence in the skills and capabilities is shown by the people with higher self-efficacy level. Creative behaviours are shown by the people having a high self-efficacy sense (Alkailani & Kumar, 2016). A crucial

role is played by self-efficacy in this environmental era for GCR. It has been argued that GCR can be influenced by GSE in a positive way. Therefore, the following hypothesis has been developed based on the above discussion:

Hypothesis 6: GSE significantly influence the GCR.

Hypothesis 7: GSE significantly mediates the influence the GSHV on GCR.

METHODOLOGY

Questionnaire survey has been used to test the formulated hypothesis in the sports industry of Thailand. Three reasons are there to select the sports sector of Thailand. The sports sector of Thailand is the world's factory. Moreover, the sports companies of Thailand are experiencing high environmental regulations. The influence created on GCR by GSHV is important to be explored. Moreover, the influence of GSE and green mindfulness as a mediator has been analysed when environmental issues become a high concern. Further, the sports sector of Thailand is popular (González-Serrano, Moreno, & Hervás, 2018). Another reason for choosing this sector is due to the importance of exploring GCR in the sports sector of Thailand. The country is emerging in the field of manufacturing across the world. Therefore, it is crucial to know the ways in which sports companies of Thailand are working to improve their GCR through green mindfulness, GSHV, GSE in this era of environmental issues. The theoretical findings can be contributed by these specific attributes of the sports industry of Thailand. The Business directly of Thailand was used for selecting the sample of questionnaire survey randomly. The present study used descriptive as well as inferential statistics for data analysis. SPSS-22 was employed for data screening and performing statistical analysis on the collected data to address the first research question. Lecturers' job satisfaction level was estimated. A seven-point Likert scale is further broken down into five categories, thus the mean values are categorized as; very low (1.00-2.20), low (2.21-3.40), moderate (3.41-4.60), high (4.61-5.80), and very high (5.81-7.00), following Dawes's (2008) study. The validity and reliability of instruments and the research hypotheses for research questions 2 and 3 were analysed by assessing the structural and the measurement model through Smart PLS 3.1.2, also known as a second-generation multivariate analysis. From a total of 434 received questionnaires, 40 items were found to be unsuitable to be added into the analysis and were excluded from the study. PLS-3 software can detect missing data, therefore, a missing-value feature is used and discovered no missing value in the data. The questionnaire was conducted between the managers in the field of human resource, environmental, and R&D along with front line employees in the sports companies of Thailand. To improve the response rate, each company was called by the research assistances and the research objectives were explained to them along with the content. It was confirmed that the respondents ensure their job titles, names, and relevant details while filling the questionnaire. It was said to the respondents to return the fully filled questionnaires within the two-week time from receiving. The response rate came out to be 35-33% and 212 questionnaires were valid.

THE MEASUREMENT OF THE CONSTRUCTS

Five-point Likert scale was used (1-strongly disagree to 5-strongly agree) for measuring the items of questionnaire. The following section describes the constructs measurement. The GSHV has been measured by including four items as per the suggestion of. The green mindfulness has been measured through six items with reference to WILLIAMS and Seaman (2016). Moreover, GSE has been measured through six items proposed. GCR was defined by Chen et al. (2015) as the generation of new ideas regarding the development of green services, green products, green practices, and green services to be original, useful, and novel. Moreover, the GCR has been measured through six items as proposed by Chen et al. (2015). According to Ahmadian and Abdolmaleki (2018), Smart PLS-3, a variation of correlation and multiple

regression analysis, is used for estimating the loadings and path coefficients. PLS-3 is generally employed to bootstrap data set and to estimate average variance extracted. Ringle, Sarstedt, and Mitchell (2018) suggested that PLS-3 can be employed for complex models, since the current study involve four second order constructs therefore it is also ideal for this research. Meanwhile, due to the reflective and formative nature of items, it is essential to use this software since, any other software analysis may be unable to handle it appropriately (Hair, Sarstedt, & Hopkins, 2014). In addition, it also takes into account the measurement error and hence considered suitable for current research. The study performed statistical analysis of the model using PLS-3 to assess the relation between the study variables (Ahmadian & Abdolmaleki, 2018). Thus, Smart PLS was employed for estimating variables involved in this study and to predict and confirm the possible relationship between variables. Besides, it is also used for carrying out importance-performance matrix analysis.

Table 1. Outer loadings.

	GCR	GMFN	GSE	GSHV
GCR1	0.915			
GCR2	0.903			
GCR3	0.874			
GCR4	0.893			
GCR5	0.828			
GCR6	0.878			
GMFN1		0.870		
GMFN2		0.907		
GMFN3		0.875		
GMFN4		0.928		
GMFN5		0.898		
GMFN6		0.916		
GSE1			0.878	
GSE2			0.836	
GSE3			0.903	
GSE4			0.910	
GSE5			0.867	
GSHV2				0.909
GSHV3				0.902
GSHV4				0.892
GSHV1				0.899

Measurement model shows the relationship of unobserved or latent variables with the observed variables (Hair et al., 2014). Confirmatory factor analysis (CFA) was performed to determine reliability of items and construct validity, i.e. convergent and discriminant validity, resulting in the evaluation of measurement model. Furthermore, composite reliability (CR) and average variance extracted (AVE) were also calculated for the study variables. CR value should be greater than 0.7 and AVE values should be greater than 0.50 (Henseler, Ringle, & Sarstedt, 2015). Also, the recommended value for Cronbach alpha is 0.70 (Lonial & Carter, 2015). If the outer model loadings exceed 1.96 at alpha 0.05, then the convergent validity is realized. Once the reliability and validity of the measurement model are achieved, the next step is the estimation of structural model.

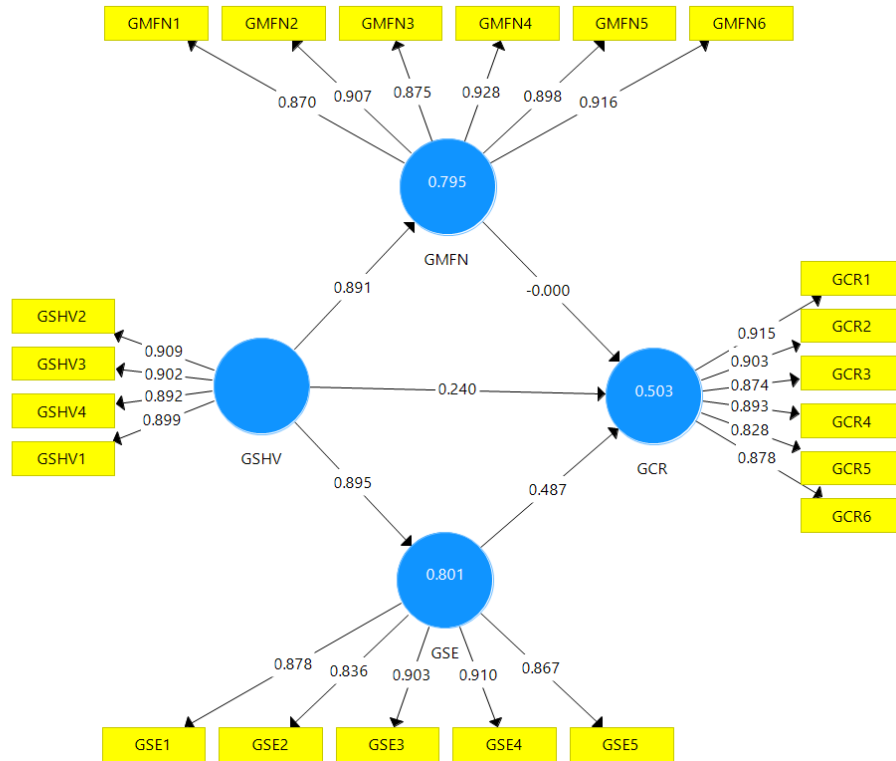


Figure 2. Measurement Model.

Table 2. Reliability.

	Cronbach's Alpha	rho_A	CR	(AVE)
GCR	0.943	0.944	0.955	0.778
GMFN	0.953	0.953	0.962	0.809
GSE	0.926	0.928	0.944	0.773
GSHV	0.922	0.922	0.945	0.810

Table 3. Validity.

	GCR	GMFN	GSE	GSHV
GCR	0.882			
GMFN	0.662	0.899		
GSE	0.701	0.821	0.879	
GSHV	0.675	0.891	0.835	0.900

Therefore, the multicollinearity test was performed through observing the tolerance value, VIF value and condition index of independent variables, where tolerance shows an independent variables' degree of variance that is unexplained by set of other independent variables involved in the structural model. VIF represents Variance inflating factor which refers to an extent to which variance of an independent variable inflate because of collinearity or correlation with other independent variables, whereas, a condition index (CI) observes critical levels of collinearity in formative models (Amaro & Duarte, 2016). If the tolerance level is below or equal to 0.20; a VIF is BELOW or equal to 5, and if a condition index is equal to 30 or above, then multicollinearity exists in the study. Table 1 shows that all tolerance values for this data are greater than 0.20,

VIF values are below 5, and condition index is below 30. Thus, indicate that no multicollinearity problem exists in current study.

Table 4. VIF.

	GCR
GCR	
GMFN	4.724
GSE	3.971
GSHV	2.908

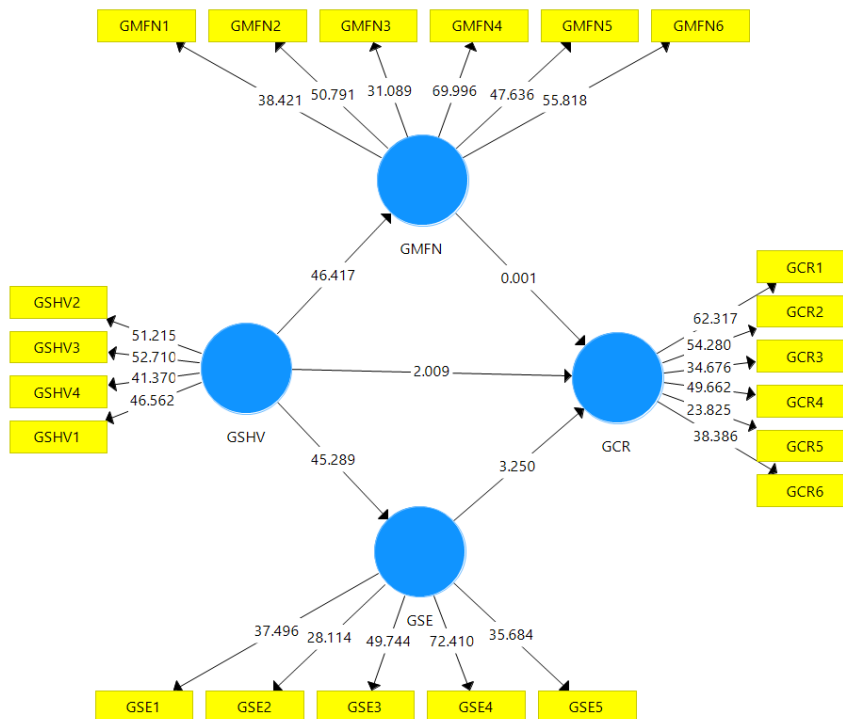


Figure 3. Structural Model.

The structural model considers the dependent relationships by developing a connection among constructs and hypothetical model (Hair et al., 2014). Structural model provides a useful representation of the interrelationships between model constructs, i.e. the association among latent variables. The relationship between variables that are involved in formulated hypotheses were tested by estimating the structural model. In current research, the structural model involves behaviour, leadership styles and decision-making as the exogenous variables, and job satisfaction as the endogenous variable. Thus, the structural model was analysed to determine the significance and relevance of structural relationships, collinearity issues, effect sizes, predictive relevance, and coefficient of determination. For obtaining t-statistics and standard errors, bootstrapping procedure was carried out, since it is a non-parametric approach to measure the accuracy of PLS estimates. In addition, it also allows researchers to determine the significance of path coefficients (Ahmadian & Abdolmaleki, 2018).

Table 5. Direct results.

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
GMFN -> GCR	0.000	0.011	0.116	0.001	0.500
GSE -> GCR	0.487	0.482	0.150	3.250	0.001
GSHV -> GCR	0.240	0.237	0.119	2.009	0.022
GSHV -> GMFN	0.891	0.891	0.019	46.417	0.000
GSHV -> GSE	0.895	0.895	0.020	45.289	0.000

Table 6. Mediation.

	(O)	(M)	(STDEV)	(O/STDEV)	P Values
GSHV -> GMFN -> GCR	0.000	0.010	0.103	0.001	0.500
GSHV -> GSE -> GCR	0.435	0.431	0.134	3.242	0.001

Coefficient of determination (R^2) shows all the independent or exogenous variables' ability to predict the dependent or endogenous variable. R^2 is a goodness of fit measure against empirically obtained items. R^2 value lies within 0-1. It is a useful criterion for measuring predictive accuracy of the model.

Table 7. R-square.

	R Square
GCR	0.503
GMFN	0.795
GSE	0.801

The predictive relevance measure is used to determine predictive relevance of endogenous construct or predictor variables. This measure assists in observing the relevance of a reflective construct in SEM. It is an additional goodness-of-fit measure in PLS-SEM. Using Smart PLS-3, Q^2 value was computed by performing a blindfolding procedure.

The study used cross-validated redundancy approach to assess the constructs' predictive relevance, as this approach involves certain element of path model, predicted eliminated data, and structural model (Hair et al., 2014).

Table 8. Q-square.

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
GCR	1,302.000	826.303	0.365
GMFN	1,302.000	513.209	0.606
GSE	1,085.000	449.633	0.586
GSHV	868.000	868.000	

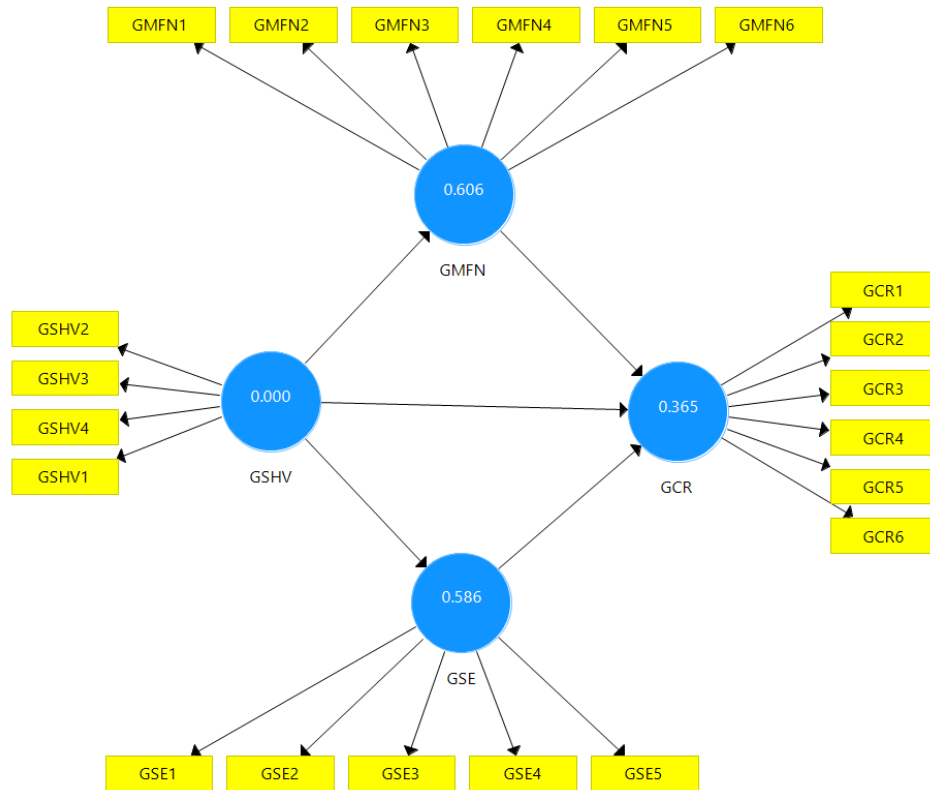


Figure 4. Q-square.

CONCLUSION

When a common vision is shared by the employees, they become connected by the vision and this enables creativity. A crucial role is played by GSHV in the development of GCR. This study is based on analysing the relation between GCR and green vision. Moreover, the study is based on exploring the effects of self-efficacy and green mindfulness as mediators in the sports sector of Thailand. The previous research studies have signified the issue regarding creativity and no study has explored the factors influencing GCR. Three new concepts have been proposed by this research including green mindfulness, GSHV and GSE to analyse the association with GCR. No conclusive argument has been made in literature about the way in which GCR can be enhanced under the concept of environmentalism in an integrated framework (Wang, Pauleit, & Banzhaf, 2019). A research framework has been developed for GCR to explore the relation with green mindfulness, GSHV, and GSE. It has been revealed through empirical results that GSHV is related to GSE, GCR and green mindfulness in a creative way. Moreover, it has been found that the relation of GCR and GSHV is positively mediated by GSE and green mindfulness. The findings support all the proposed hypotheses. GCR can be enhanced through GSE, GSHV, and green mindfulness by investing resources. This research has made five academic contributions. Firstly, no research study has explored the factors influencing GCR. It has been found by the study that green mindfulness, GSHV, and GSE are the factors or drivers of GCR. In this way, this research has contributed to the existing literature. There is no research study, which has analysed self-efficacy with reference to environmental management an original concept has been developed in this study to investigate and give implications to fill the identified research gap. Further, the mindfulness regarding the environmental management has not been discussed in literature. A novel concept has been developed in this study, which is green mindfulness, to explore the implications. The previous studies have analysed

the issues of shared vision, but this has not been explored regarding environmental management. A novel construct has been proposed in this study, which is GSHV, and its influence on GCR has been discussed to fill the gap identified in research (Song & Yu, 2018). Further, this study has evaluated the effects of GSE and green mindfulness as mediators on the positive relation of GCR and GSHV to extend the literature on GCR. The study makes five practical contributions. The first is the verification that GSE and green mindfulness can be increased by GSHV along with GCR. When companies aim at increasing their GCR, it is required to increase their shared vision. When companies aim at improving GCR, it is required to increase green mindfulness. It has been indicated by the results that a significant mediation effect is created by green mindfulness, which directly affects GCR in a positive through green mindfulness. GCR is positively influenced through GSHV directly and indirectly through GSE. It is crucial for the experienced leaders to be educated for increasing green mindfulness, GSHV, GSE to improve GCR. The competitiveness can be increased by GCR these days. GCR should be used by firms to capture new green markets (Song & Yu, 2018). The results of the research reveal that there is need for integrating green mindfulness, GSE, and GSHV by the firms to increase their GCR.

REFERENCES

- Ahmadian, S., & Abdolmaleki, S. (2018). Network typology and international opportunity recognition: moderating role of entrepreneurial orientation. *Journal of Global Entrepreneurship Research*, 8(1), 17. <https://doi.org/10.1186/s40497-018-0104-8>
- Alkailani, M., & Kumar, R. (2016). Impacting innovativeness: The role of interpersonal influences and cultural dimensions on consumer innovativeness. *Journal of Strategic Innovation and Sustainability*, 11(1).
- Amaro, S., & Duarte, P. (2016). Modelling formative second order constructs in PLS. Paper presented at the European Conference on Research Methodology for Business and Management Studies.
- Amis, J. M. (2018). Understanding organization change and innovation: a conversation with Mike Tushman. *Journal of Change Management*, 18(1), 23-34. <https://doi.org/10.1080/14697017.2017.1378697>
- Asencio, H., & Mujkic, E. (2016). Leadership behaviors and trust in leaders: Evidence from the US federal government. *Public Administration Quarterly*, 156-179.
- Blok, V. (2018). Philosophy of innovation: a research agenda. *Philosophy of Management*, 17(1), 1-5.
- Bringezu, S., & Bleischwitz, R. (2017). Sustainable resource management: global trends, visions and policies: Routledge. <https://doi.org/10.4324/9781351279284>
- Chandwani, R., Agrawal, N. M., & Kedia, B. L. (2016). Mindfulness: Nurturing Global Mind-set and Leadership. *Thunderbird International Business Review*, 58(6), 617-625. <https://doi.org/10.1002/tie.21760>
- Chen, S.-C., Hsiao, H.-C., Chang, J.-C., Chou, C.-M., Chen, C.-P., & Shen, C.-H. (2015). Can the entrepreneurship course improve the entrepreneurial intentions of students? *International Entrepreneurship and Management Journal*, 11(3), 557-569. <https://doi.org/10.1007/s11365-013-0293-0>
- Colombo, M. G., Franzoni, C., & Rossi-Lamastra, C. (2015). Internal social capital and the attraction of early contributions in crowdfunding. *Entrepreneurship theory and practice*, 39(1), 75-100. <https://doi.org/10.1111/etap.12118>
- Dane, E., & Brummel, B. J. (2014). Examining workplace mindfulness and its relations to job performance and turnover intention. *Human relations*, 67(1), 105-128. <https://doi.org/10.1177/0018726713487753>
- Dangelico, R. M. (2016). Green product innovation: where we are and where we are going. *Business Strategy and the Environment*, 25(8), 560-576. <https://doi.org/10.1002/bse.1886>

- Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 68(2), 360-370. <https://doi.org/10.1016/j.jbusres.2014.06.022>
- Gebert, D., Heinitz, K., & Buengeler, C. (2016). Leaders' charismatic leadership and followers' commitment—The moderating dynamics of value erosion at the societal level. *The Leadership Quarterly*, 27(1), 98-108. <https://doi.org/10.1016/j.leaqua.2015.08.006>
- González-Serrano, M. H., Moreno, F. C., & Hervás, J. C. (2018). Sport management education through an entrepreneurial perspective: Analysing its impact on Spanish sports science students. *The International Journal of Management Education*. <https://doi.org/10.1016/j.ijme.2018.11.007>
- Gronn, P. (2019). Making Sense Of Leaders Making Sense. *Leader Thinking Skills: Capacities for Contemporary Leadership*, 260. <https://doi.org/10.4324/9781315269573-11>
- Hair, Sarstedt, M., & Hopkins, L., Kuppelwieser, Volker. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121. <https://doi.org/10.1108/eb-10-2013-0128>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135. <https://doi.org/10.1007/s11747-014-0403-8>
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41. <https://doi.org/10.1016/j.ijhm.2015.07.002>
- Jermstiparsert, K., Namdej, P., & Somjai, S. (2019). Green Supply Chain Practices and Sustainable Performance: Moderating Role of Total Quality Management Practices in Electronic Industry of Thailand. *International Journal of Supply Chain Management*, 8(3), 33-46. https://doi.org/10.1115/1.860281_ch4
- Jourdan, M. (2015). Santé et bien-être des adolescents.
- Karle Pravin P, Dhawale Shashikant C. "Manilkara zapota (L.) Royen Fruit Peel: A Phytochemical and Pharmacological Review." *Systematic Reviews in Pharmacy* 10.1 (2019), 11-14. <https://doi.org/10.5530/srp.2019.1.2>
- Lucangioli.S. "Acute Renal Failure: An Article Critique." *International Journal of Pharmacy Research & Technology* 8.2 (2018), 51-52. <https://doi.org/10.31838/ijprt/08.02.07>
- Lonial, S. C., & Carter, R. E. (2015). The impact of organizational orientations on medium and small firm performance: A resource-based perspective. *Journal of Small Business Management*, 53(1), 94-113. <https://doi.org/10.1111/jsbm.12054>
- Lyon, T. P., & Montgomery, A. W. (2015). The means and end of greenwash. *Organization & Environment*, 28(2), 223-249. <https://doi.org/10.1177/1086026615575332>
- Maddux, J. E. (2016). *Self-efficacy Interpersonal and intrapersonal expectancies* (pp. 41-46): Routledge. <https://doi.org/10.4324/9781315652535-5>
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118-127. <https://doi.org/10.1016/j.tourman.2016.05.007>
- Ringle, C. M., Sarstedt, M., & Mitchell, R., Gudergan, Siegfried P. (2018). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, 1-27. <https://doi.org/10.1080/09585192.2017.1416655>
- Sigala, M., & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management*, 45, 44-58. <https://doi.org/10.1016/j.ijhm.2014.11.003>
- Singh, S. K., & El-Kassar, A.-N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of Cleaner Production*, 213, 1264-1273. <https://doi.org/10.1016/j.jclepro.2018.12.199>

- Solaja, O. M., & Ogunola, A. A. (2016). Leadership style and multigenerational workforce: A call for workplace agility in Nigerian public organizations. *Leadership*, 21, 46-56.
- Somjai, S. & Jermstittiparsert, K. (2019). The Trade-off between Cost and Environmental Performance in the Presence of Sustainable Supply Chain. *International Journal of Supply Chain Management*, 8(4), 237-247.
- Song, W., & Yu, H. (2018). Green innovation strategy and green innovation: The roles of green creativity and green organizational identity. *Corporate Social Responsibility and Environmental Management*, 25(2), 135-150. <https://doi.org/10.1002/csr.1445>
- Stangor, C. (2015). *Social groups in action and interaction*: Routledge.
- Sutcliffe, K. M., Vogus, T. J., & Dane, E. (2016). Mindfulness in organizations: A cross-level review. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 55-81. <https://doi.org/10.1146/annurev-orgpsych-041015-062531>
- Tepper, R. J., & Yourstone, S. A. (2018). Beyond ACT & GPA: self-efficacy as a non-cognitive predictor of academic success. *International Journal of Accounting & Information Management*, 26(1), 171-186. <https://doi.org/10.1108/ijaim-05-2017-0060>
- Ting-Toomey, S., & Dorjee, T. (2018). *Communicating across cultures*: Guilford Publications.
- Tuckey, M. R., Sonnentag, S., & Bryan, J. (2018). Are state mindfulness and state work engagement related during the workday? *Work & Stress*, 32(1), 33-48. <https://doi.org/10.1080/02678373.2017.1420707>
- Tufail, M. S., Ismail, H., & Zahra, S. (2016). The Impact of Work Social Support on Firm Innovation Capability: The Meditational Role of Knowledge Sharing Process and Job Satisfaction and Moderating Role of Organizational Trust. *Pakistan Journal of Social Sciences (PJSS)*, 36(2).
- Uchihira, N. (2016). Innovation design and its verification & validation in the era of the Internet of Things. Paper presented at the 2016 IEEE 5th Global Conference on Consumer Electronics. <https://doi.org/10.1109/gcce.2016.7800418>
- Uhl-Bien, M., & Arena, M. (2018). Leadership for organizational adaptability: A theoretical synthesis and integrative framework. *The Leadership Quarterly*, 29(1), 89-104. <https://doi.org/10.1016/j.leaqua.2017.12.009>
- Wang, J., Pauleit, S., & Banzhaf, E. (2019). An Integrated Indicator Framework for the Assessment of Multifunctional Green Infrastructure—Exemplified in a European City. *Remote Sensing*, 11(16), 1869. <https://doi.org/10.3390/rs11161869>
- Williams, J. J., & Seaman, A. E. (2016). The influence of ethical leadership on managerial performance: Mediating effects of mindfulness and corporate social responsibility. *Journal of Applied Business Research*, 32(3), 815. <https://doi.org/10.19030/jabr.v32i3.9659>
- Zahra, M., Waseem UI Hameed, D., Fiaz, M., & Farhan, M. Information Technology Capability a Tool to Expedite Higher Organizational Performance.

