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RESEARCH

The Influence of Green Entrepreneurial Orientation on Organisational Sustainable Practices

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ABSTRACT

PURPOSE: To examine the influence of Green Entrepreneurial Orientation (GEO) on organisational sustainable practices.

DESIGN/METHODOLOGY/APPROACH: Quantitative methodology was applied through a questionnaire that was self-administered by 218 respondents.

FINDINGS: There is a great influence of GEO on organisational Sustainable Practices (OSP). Findings corroborated that GEO has a significant impact on OSP, whereas 65.4% of the variance in sustainable practices can be attributed to the GEO dimensions.

ORIGINALITY/VALUE: This paper delves into the role of GEO in influencing sustainable practices in the energy industry. Through the breakdown of dimensions such as innovativeness and autonomy, it demonstrates a high predictive capacity for sustainable outcomes of GEO.

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RESEARCH LIMITATIONS: Study was limited to energy companies in Jordan during the fiscal year 2024-2025.

PRACTICAL IMPLICATIONS: The research provides practical implications for energy firms and policymakers by showing that cultivating a green entrepreneurship culture should focus on autonomy and competitive spirit.

KEYWORDS: *Green Entrepreneurial Orientation; Organisational Sustainable Practices; Innovativeness; Risk-Taking, Proactiveness; Competitive Aggressiveness and Autonomy.*

INTRODUCTION

Green Entrepreneurial Orientation (GEO) is evident in energy organisations, a strategy that shifts toward environmental sustainability and innovation in response to environmental pressures and regulations. With increasing demand for clean energy worldwide, energy companies are implementing GEO in order to catalyse eco-innovation, invest in renewable technologies, and actively respond to climate change.

This orientation cultivates an atmosphere of risk and competitiveness towards developing sustainable solutions, such as solar, wind, and smart grid systems. Through GEO, organisations in the energy sector not only improve their environmental performance but also enjoy long-term economic returns and reputational rewards in a market whose consumers are becoming increasingly environmentally conscious.

The importance of organisational sustainable practices is that they are used to guarantee the successful performance of a business in the long run with minimal negative effects on the environment and society. Practices such as energy efficiency, waste minimisation, and ethical sourcing assist companies in saving resources, lowering the costs of operations, and complying with environmental standards. Sustainability has become not only a moral requirement in the global world today but also a strategic requirement. Implementing sustainable practices allows organisations to innovate responsibly, keep up with the competition, take part in international action against climate change, and ensure an appropriate balance between economic development, environmental management, and social responsibility.

Chen *et al.* (2023) took the relationship between the characteristics of green entrepreneurs, the green orientation of their enterprises, and corporate financial performance as the focus of this paper, based on upper echelons theory and the theory of social capital. These hypotheses will be tested based on empirical research of the 173 Chinese businesses in the new energy industry in the years between 2015 and 2017. Empirical outcomes show that the gender, age, educational background,

and professional background of the entrepreneurs are all significant contributors to green entrepreneurship orientation. Moreover, social orientation and environmental orientation are negatively affected by the entrepreneur's educational background.

Zhang *et al.* (2025) argued that the drawback associated with enterprises in undertaking costly sustainable practices has ensured that the current literature on whether GEO can lead to any improvement in sustainable performance does not lead to any consensus yet, and that the way forward in changing GEO into sustainable performance and the process of it also require exploration. According to the Natural-Resource-Based View (NRBV), the Entrepreneurial Orientation Theory, and the Dynamic Capability View (DCV), this research will analyse the effects of GEO on sustainable performance, the mediating effect, and the chain-mediating effects of the entrepreneurial opportunity recognition (EOR) and business model innovation (BMI). According to the findings, which provide information about 207 agricultural enterprises, it can be stated that: (a) GEO has a positive impact on economic, environmental, and social performance; (b) EOR and BMI have mediating roles among the above relationships; (c) GEO also has the ability to indirectly affect sustainable performance through its chain effect on the other two variables.

Baquero (2025) stated that, in awareness of the role of green knowledge in the sustainability of firms, this paper explores the mediating role of green knowledge acquisition (GKA) and the moderating role of resource orchestration capability (ROC) in the relationship between GEO and corporate sustainable performance (CSP). This paper employed partial least squares structural equation modelling using a sample of 388 executives of 195 small and medium-sized enterprises (SMEs) in the United Arab Emirates to test the hypothesised relationships among the constructs. The study indicates that GEO influences the environmental, economic, and social facets of CSP.

Ishaq *et al.* (2024) noted that existing studies aim to investigate the latent positions of GEO and green innovation (GI) relative to the competencies of leaders and sustainable performance in small and medium-sized firms (SMEs) in an emerging economy. Another moderator discussed in this paper is institutional support between sustainable performance and GI. There were 329 SMEs with multi-respondent and time-lagged strategies; these were used to collect and analyse the data using structural equation modelling. The findings show that leaders' competencies were a significant predictor of GEO and GI, and that GI is a strong predictor of economic performance.

Based on the argument, this research sought to examine the influence of GEO on organisational sustainable practices in terms of (Innovativeness, Risk-Taking, Proactiveness, Competitive Aggressiveness and Autonomy). The aim was achieved

through examining the perspective of administrators in energy companies in Jordan and realising the following set of objectives:

To determine the general effect of GEO on OSP in Jordanian energy companies.

To analyse how the GEO dimensions of Innovativeness, Risk-Taking, Proactiveness, Competitive Aggressiveness, and Autonomy influence the execution of sustainable organisational practices individually.

To offer evidence-based suggestions to the administrators and policymakers in the energy sector on how nurturing GEO can improve the performance of sustainability in the face of environmental and regulatory challenges.

This research has the following hypotheses (H).

H: GEO can influence OSP from the perspective of administrators in energy companies.

H1: Innovativeness can influence OSP from the perspective of administrators in energy companies.

H2: Risk-Taking can influence OSP from the perspective of administrators in energy companies.

H3: Proactiveness can influence OSP from the perspective of administrators in energy companies.

H4: Competitive Aggressiveness can influence OSP from the perspective of administrators in energy companies.

H5: Autonomy can influence OSP from the perspective of administrators in energy companies.

It is worth mentioning that the study was launched on the premises of Entrepreneurial Orientation Theory (EO). EO emphasises the role of innovativeness, proactiveness, and risk-taking in the development of organisational strategies. Use of these dimensions in GEO encourages energy companies to put into practice sustainable technologies to respond to the pressures on them due to the environment, which in turn has a direct impact on OSP implementation (Zhang *et al.*, 2025).

LITERATURE REVIEW

Organisational Sustainable Practices (OSP)

According to Okręglicka *et al.* (2023), OSP refers to the actions and strategies businesses use to balance economic growth, environmental stewardship, and social responsibility. These intentions are to reduce the adverse effects on the planet and guarantee long-term sustainability and ethical performance. OSP believes in different

projects, including carbon footprint mitigation, improved resource utilisation, and inclusive working environments (Wach *et al.*, 2023; Al-Zagheer *et al.*, 2025; Hashem *et al.*, 2025).

Zhang *et al.* (2025) noted that companies are using OSP through the use of renewable energy, waste management, and incorporating environmentally friendly technologies. For example, switching to energy-saving systems or obtaining eco-friendly materials will reduce the burden on the environment. Also, OSP implies ethical operations in the workforce, safeguarding adequate salaries and appropriate conditions, which improve the welfare of personnel and community credibility (Bilderback, 2024).

From the perspectives of Assoratgoon and Kantabutra (2023); Joshi *et al.* (2023), a good OSP requires leadership investment and stakeholder involvement. Companies tend to have quantifiable targets, such as net-zero emissions or water consumption savings, which they monitor through sustainability reports. These are practices that are not only strictly compliant with regulations but also appeal to environmentally sensitive consumers and investors. Fok *et al.* (2023) added that problems like high costs and resistance to change exist, but the long-term benefits, cost savings, improved brand reputation, and compliance with regulations far outweigh these challenges. As organisations make sustainability a part of their core operations, a company helps build a stronger future as it remains sustainable amidst a market that is increasingly eco-conscious.

Green Entrepreneurial Orientation (GEO)

According to Momayez *et al.* (2023), Green Entrepreneurial Orientation or GEO can be described as the strategic stance of a firm that incorporates environmental sustainability into its entrepreneurial initiatives, including innovation, risk-taking, and proactiveness, to produce environmentally friendly products, services, and processes. GEO indicates the interest of a company not only in meeting economic objectives but also in addressing a set of environmental challenges through innovative and responsible business practices (Wang *et al.*, 2023; Freihat *et al.*, 2023; Homsi *et al.*, 2020). One of the most popular definitions of GEO as presented by Al-Mamary (2025) is the degree to which a company exhibits environmentally driven innovation, venture, and proactivity in seeking opportunities in sustainable business.

Chen *et al.* (2023) noted that GEO is becoming significant because businesses are under greater pressure from governments, consumers, and stakeholders to ensure that their environmental impact is minimised. Baquero (2025) argued that it is a departure

from traditional entrepreneurial orientation by incorporating the values of greenness into the core of strategic decision-making.

The main dimensions of GEO are green innovativeness, green risk-taking, green proactiveness, green competitive aggressiveness, and green autonomy. As an example, green innovativeness has led to the creation of sustainable technologies and products, whereas green risk-taking has aided investment in uncertain activities that are beneficial to the environment, such as renewable energy (Coelho *et al.*, 2024). Green proactiveness challenges companies to look into future environmental regulations or market changes and act before other players (Ishaq *et al.*, 2024).

Innovativeness

GEO is about being innovative and creating and implementing environmentally friendly technologies, products, and processes. It stresses the area of green research and development that should be improved continuously to meet environmental requirements. Eco-friendly companies develop sustainable solutions like biodegradable packaging and energy-saving gadgets to remain competitive and meet ecological demands and changing stakeholder requirements.

Risk-Taking

Risk-taking is when a company takes the risk of investing in untested but potentially sustainable technologies or practices. It entails being open to uncertainty, for example, using renewable energy systems or zero-waste models. These initiatives, though expensive or lacking returns in the short term, reflect the long-term determination to be environmentally friendly and innovative.

Proactiveness

Proactiveness in GEO is the eagerness of an organisation to be motivated to work in advance of environmental trends, regulations, and market requirements. Green practices are adopted ahead of schedule by proactive firms before they become mandatory, thus giving them a strategic edge. This encompasses taking on water recycling, carbon cutting plans, or eco-certifications to draw in ecologically aware stakeholders.

Competitive Aggressiveness

Competitive aggressiveness is an aggressive move to outcompete competitors by using a high sustainability performance. Green branding, pledging carbon neutrality

to the public, and eco-innovations are strategies used by organisations to achieve market leadership. This dimension drives companies beyond industry environmental standards, improving their image, customer satisfaction, and reputation as leaders in sustainable business operations.

Autonomy

Autonomy gives individuals and teams in the organisation the power to start and execute sustainability projects on their own. It encourages a grassroots culture of innovation whereby employees bring in ideas such as recycling in their offices or energy-saving plans. This decentralised strategy promotes responsiveness, flexibility, and ownership of green objectives, which promotes the incorporation of sustainable practices throughout the company.

Organisations are also more likely to embrace organisational sustainable practices like energy saving, waste minimisation, green supply chain management, reduction of carbon footprint, and other practices due to a sound GEO. Besides improving the performance of the environment, such practices can also contribute to cost savings, a better brand image, and competitive advantage over time (Lone and Baba, 2024). In short, Green Entrepreneurial Orientation is a key missing linkage point between sustainability and entrepreneurship. GEO helps companies play a positive role in protecting the environment by encouraging innovations and active green practices, allowing businesses to remain sustainable and competitive in the growing environmentally conscious business environment (Mishra *et al.*, 2024).

Although the literature on GEO and its influence on sustainable performance is increasingly growing, relatively little research has considered the direct correlation between GEO dimensions such as innovativeness, risk-taking, proactiveness, competitive aggressiveness, and autonomy, and organisational sustainable practices. The majority of available literature focuses on the mediation or moderation of variables such as opportunity recognition, business model innovation, or green knowledge acquisition, and refers to a particular region or industry. Nonetheless, the lack of understanding of the effects of these core GEO attributes individually and collectively on the establishment and execution of sustainable practices in various organisational contexts remains a significant gap. This paper intends to fill this gap.

METHODS AND MATERIALS

The current study has adopted a quantitative methodology in order to collect primary data. The data were obtained from administrators of energy companies in Jordan

through a questionnaire that was distributed online through Google Forms. The questionnaire was built based on previous studies including Ishaq *et al.* (2024); Lone and Baba (2024); Mishra *et al.* (2024); Okręglicka *et al.* (2023); Wach *et al.* (2023); Zhang *et al.* (2025) and appeared in two sections. The first took into perspective demographic variables (gender, qualifications, and experience). The other section presented statements related to the study's sub-variables (Innovativeness, Risk-Taking, Proactiveness, Competitive Aggressiveness, and Autonomy).

The population of the study consisted of administrators within energy companies located in Jordan. A convenience sample of (250) individuals responded to the questionnaire. After the application process, we were able to retrieve (218) properly filled questionnaires, which indicated a response rate of (87.2%) as statistically accepted.

This study complied with established ethical principles of conducting research on human beings. Informed consent was received electronically through Google Forms, in which informed consent and the right to withdraw were ensured. Personal identification was not done; all answers were anonymous and confidential. The questionnaire is based on previously validated studies and had a Cronbach alpha of above 0.70. The use of data was restricted to academic use.

Dealing with collected primary data was done through Statistical Package for the Social Sciences (SPSS). The mean (μ) and standard deviation (σ) were calculated for each statement, and the hypotheses of the study were analysed depending on linear and multiple regression. We assessed the questionnaire's reliability using Cronbach's alpha, with results displayed in the accompanying table. All variables' alpha coefficients were above the acceptable threshold of 0.70.

RESULTS

Demographics

The demographics of the study are indicated as in Table 1. It was seen that the majority of respondents were males, forming 82.6% of the sample, who held Bachelor of Arts (BA) degree, forming 76.6% of the total sample. Regarding experience, the majority of respondents had experience of more than 12 years in the field, forming 48.2% of the total sample.

In general, the demographics of the research participants represent a highly experienced, well-educated, and male-dominated group of administrative representatives of the energy sector. These peculiarities help to make the gathered data more reliable;

however, they also allow us to state that more gender inclusivity in studies and industrial processes may be necessary in the future. The level of experience and education heightens the possibility that the participants used insights that were based on practical knowledge of organisational sustainability and green entrepreneurship.

Table 1: Demographics Results

		F	%
Gender			
Valid	Male	180	82.6
	Female	38	17.4
Educational Level			
Valid	BA	167	76.6
	High studies	51	23.4
Experience			
Valid	Less than 5 years	33	15.1
	6-11	80	36.7
	+12 years	105	48.2
	Total	218	100.0

Source: Measured by authors using SPSS

Questionnaire Analysis

Mean (μ) and standard deviation (σ) were used in order to analyse the data of questionnaire items. It was noticed that all statements scored a mean that was higher than the mean of the scale of 3.00, indicating that all statements were positively received by respondents. According to Table 2, it was noticed that innovativeness scored the highest mean of 3.75/5.00, which indicated that respondents answered this variable in a positive way.

Table 2: Questionnaire Mean and Standard Deviation

Statements	M	σ
Innovativeness	3.750	.948
Risk-Taking	3.534	1.027
Proactiveness	3.529	.885
Competitive Aggressiveness	3.528	1.039
Autonomy	3.578	1.026
OSP	3.628	1.015

Source: Measured by authors using SPSS

Hypotheses Testing

As per the first objective: to establish the overall impact of GEO on OSP in Jordanian energy companies. This aim was met using multiple regression analysis – Table 3 – which proved the existence of a strong and significant correlation between GEO and OSP. The correlation coefficient (r = 0.809) showed that the relationship was high and positive, whereas the coefficient of determination (R2 = 0.654) showed that 65.4 per cent of the variation in sustainable practices is determined by GEO dimensions.

The results support the primary hypothesis and establish that GEO is important in the development of sustainable behaviour and strategies within energy companies. Jordanian company administrators view GEO as the motivation to use greener technologies and keep up with the requirements of global sustainability.

Objective 2 was achieved by looking at the individual regression coefficients (B value) of each dimension as shown in Table 3.

Table 3: Main Hypothesis Testing

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	F-Statistic	R (Multiple Correlation Coefficient)	R2 (Coefficient of Determination)
	B (Unstandardised Regression Coefficient)	Standard Error of the Coefficient	Beta					
(Constant)	-.120	.213		-.566	.572	80.084	.809	.654
Innovativeness	.107	.050	.100	2.165	.032			
Risk-Taking	.122	.051	.123	2.379	.018			
Proactiveness	.129	.059	.112	2.169	.031			
Competitive Aggressiveness	.216	.051	.221	4.274	.000			
Autonomy	.475	.050	.480	9.585	.000			

Source: Measured by authors using SPSS

DISCUSSION

Current study aimed to examine the influence of GEO on organisational sustainable practices in terms of (Innovativeness, Risk-Taking, Proactiveness, Competitive Aggressiveness and Autonomy). A total of 218 administrators in energy companies in Jordan responded to an online questionnaire. Results of the analysis accepted the study's main hypothesis, as it appeared that GEO could play a significant role in OSP in energy companies. Driven by innovation, a proactive nature, risk-taking, and a sustainability approach, GEO influences companies to use environmentally friendly approaches. GEO is viewed by administrators of energy companies as an accelerator for the integration of sustainable technologies and practices, when they focus on adopting renewable energy and reducing carbon.

Chen *et al.* (2023) agreed with this result, adding that GEO promotes investment in efficient systems and the facilitation of resource use in a sustainable way by creating a culture of green innovation. Administrators observe that GEO is aligned with the expectations of the stakeholders, increasing adoption of OSP, making the companies attractive and effective brands, and governing compliance with regulations, thus making a company a pioneer in sustainable energy transitions.

Regarding the study's sub-variables, it was found that they were all influential, with autonomy coming in the first rank. Autonomy embraces a spirit in which employees are likely to take an active part in sustainability initiatives. It is in favour of grassroots innovation like recycling initiatives in the office or energy conservation ideas. Besides that, it also increases responsiveness and flexibility in carrying out green practices. Mishra *et al.* (2024) agreed with such results and added that one way this may occur is by letting the departments design and implement their sustainability projects.

Competitive aggressiveness came in the second rank. Competitive Aggressiveness motivates sustainable practices constantly towards sustaining leadership over the market. It also promotes benchmarking and going beyond the industry environmental requirements, besides boosting brand image and customer loyalty due to visible green performance. Ishaq *et al.* (2024) went on to add that GEO existence in organisations can involve publicly pledging carbon neutrality and implementing it sooner than competitors.

In the third rank appeared proactiveness. Proactiveness assists the organisations to be ahead of laws and necessities involving sustainability. It promotes an early introduction of sustainable activities, eliminates the risks of not complying with government regulations, and develops a green image that will attract the attention of

more environmentally conscious customers and investors. Baquero (2025) also stated that the firm can use water recycling systems earlier than required by the government.

With B = 0.122, risk-taking took the fourth rank. Risk-Taking pushes organisations to try something new with sustainability solutions (e.g., renewable energy, zero-waste systems). It also allows long-term ecological investments, which may not generate short-term financial incentives but improve environmental stewardship. It decreases the dependence on conventional polluting activities, like Zhang *et al.* (2025), such as investment in solar power to run manufacturing processes even when the initial cost is high.

The lowest in influence appeared to be innovativeness. Innovativeness promotes the use of clean production technologies and green production processes. It also drives sustainability performance by paying attention to continued improvement in R&D. Moreover, it contributes to the development of green products to support new market and regulatory requirements. According to Momayez *et al.* (2023), this includes cases where an organisation comes up with biodegradable packaging or appliances that require less energy to minimise environmental pollution.

RECOMMENDATIONS

- Empower workers' independence on sustainability projects by leaving departments and employees with the freedom to design and implement green projects.
- Promote competitive green benchmarking, as it can build a stronger brand image, increase customer loyalty, and maintain leadership in the green energy market.
- Reward proactive and risk-taking behaviour, such as piloting renewable energy systems or waste reduction technologies.

CONCLUSIONS

The results of the present research highlight the great influence of GEO on OSP of energy firms in Jordan. By applying multiple regression analysis, the findings corroborated that GEO has a significant impact on OSP, wherein the correlation coefficient (r) of 0.809 is significant, and R^2 of 0.654 signifies that 65.4 per cent of the variance in sustainable practices can be attributed to the GEO dimensions. This is a great argument in favour of the main hypothesis and demonstrates the crucial role of GEO in developing environmentally friendly approaches within the energy sector. The sub-dimension of GEO that proved the most significant was autonomy (B = 0.475), with emphasis on empowering employees to start and spearhead sustainability initiatives within the organisation.

This facilitates flexibility, responsiveness, and grassroots innovation. The second (B = 0.216) is competitive aggressiveness, which indicates that those firms that have a strong desire to surpass their competitors are more likely to implement and demonstrate sustainable practices to promote their market position and brand image. Next in line were proactiveness (B = 0.129) and risk-taking (B = 0.122), implying that forward-thinking and readiness to bring new long-term ecological innovations to bear are the main facilitators of sustainability. These characteristics can assist companies in keeping ahead of policies and market expectations and contribute to the development of green solutions. The least, but still important, factor is innovativeness (B = 0.107), which is an essential factor for technological progress and the creation of environmentally friendly products.

To sum up, GEO can be used as an agent of embedding sustainability in organisational culture and operations. Through autonomy, competitiveness, proactivity, risk-taking, and innovation, energy firms can not only meet environmental requirements but also become leaders in green transformation, which will meet stakeholder expectations and advance global sustainability objectives.

As a future orientation in research, it is recommended to consider in future studies whether the impact of GEO dimensions differs between industries (i.e., manufacturing, services, agriculture) to determine the overall applicability of the model. Also, mediators, including corporate culture, or moderators, including the regulatory environment, market orientation, or resource availability, can be investigated in further studies to understand more about how and when GEO results in increased sustainable practices.

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BIOGRAPHY

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