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Green Entrepreneurial Orientation and Green Marketing Towards Business Sustainability: The Role of Corporate Social Responsibility in Bank Syariah Indonesia

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Abstract: Organizations need to adopt green strategies and social responsibility to maintain business sustainability, especially in developing countries such as Indonesia. This study analyzes the influence of green entrepreneurial orientation and green marketing on business sustainability, with corporate social responsibility as the mediating variable. The research employs a quantitative approach, using PLS-SEM, to test seven proposed hypotheses. The total sample for this study consists of 220 respondents from employees of Bank Syariah Indonesia. The study results show that green entrepreneurial orientation and green marketing positively influence business sustainability, but only green marketing significantly influences corporate social responsibility. Corporate social responsibility positively impacts business sustainability and significantly mediates the relationship between green marketing and business sustainability. Still, it does not mediate the relationship between green entrepreneurial orientation and business sustainability. The finding confirms the importance of integrating green marketing strategies and corporate social responsibility in achieving business sustainability. It highlights the role of corporate social responsibility in bridging the gap between green strategies and stakeholder expectations. This study provides theoretical contributions by reinforcing stakeholder theory, as well as practical contributions in formulating sustainable business strategies.

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Introduction

Companies are no longer judged solely on financial performance, but on their contributions to the environment and society (Dyllick & Hockerts, 2002; Wagner, 2010). Demands from increasingly environmentally conscious consumers, increasingly stringent government regulations, and stakeholder expectations are driving companies to adopt a responsible and sustainable business approach (Freeman, 1984; Elkington, 1997). Increasing public awareness of environmental issues encourages companies to transform their operations, including by adopting green business principles (Chen, 2011; Khan & Salahuddin, 2018). Sustainable development has also become a major theme in academic discourse because of its ability to influence economic, social, and environmental dimensions simultaneously (Dyllick & Hockerts, 2002; Lozano, 2015).

One of the most widely discussed strategic approaches to achieving sustainability is the green entrepreneurial orientation. Green entrepreneurial orientation reflects a company's focus on developing innovations and business initiatives that not only pursue financial gain but also consider ecological impacts (Luo & Bhattacharya, 2006). Research shows that this orientation can drive operational efficiency, accelerate green innovation, and increase company competitiveness, thereby directly contributing to business sustainability (Asadi et al., 2020; Guo et al., 2020). Business sustainability has become one of the important strategic aspects in ensuring the long-term prosperity of an organization. This concept refers to a business's ability to survive and thrive while balancing economic, social, and environmental interests over the long term (Sartori et al., 2014). Business sustainability emphasizes not only achieving financial performance but also success in social and environmental dimensions, collectively known as the triple bottom line (Sartori et al., 2014; Meng, 2015).

Green entrepreneurial orientation does not necessarily directly contribute to the implementation of corporate social responsibility in companies, so a more integrative approach is needed to ensure overall business sustainability (Carroll, 1991). An entrepreneurial orientation that focuses on the environment does not necessarily directly encourage the implementation of strategic and structured corporate social responsibility, as it requires consistent commitment, understanding, and resources (Lee & Shin, 2010; Ikram et al., 2019). Green marketing is also an important strategy that supports sustainable business practices. Companies that consistently implement green marketing are not only able to build a positive brand image but also strengthen consumer loyalty and market trust (Peattie & Crane, 2005; Papadas et al., 2017).

Green marketing strategies can create product differentiation, expand green market share, and encourage consumers to behave more environmentally friendly (Chen, 2010; Rahbar & Wahid, 2011). Green marketing has evolved into a strategic approach that combines environmental values with business objectives to achieve sustainable competitive advantage (Seth & Khan, 2015; Zhang & Berhe, 2022). However, the implementation of green marketing cannot be carried out without support from ethical frameworks and social responsibility. Corporate social responsibility helps strengthen the credibility of green marketing by emphasizing the company's commitment to social and environmental interests (Chen & Chang, 2013; Sharma, 2019).

Integrating green marketing and corporate social responsibility creates shared value that positively impacts business sustainability, both in operations and stakeholder relations (Cho et al., 2019; Alkandi & Helmi, 2024). Corporate social responsibility is not only a tool for building a positive reputation but also a mechanism for creating a harmonious relationship between the company and the external environment (Maignan & Ferrell, 2004; Porter & Kramer, 2006). Within this framework, corporate social responsibility serves as a bridge linking green strategies, such as green marketing and green entrepreneurial orientation, to long-term goals of business sustainability.

One example of the real-world implementation of the sustainability principle in the banking sector is Bank Syariah Indonesia (BSI), which has shown a strong commitment to environmental, social, and governance (ESG) principles. As of the third quarter of 2024, BSI has distributed sustainable financial financing worth IDR 62.5 trillion, including social and green financing. BSI even recorded an increase in Bloomberg's ESG rating from 2.24 to 3.86, indicating increasingly superior performance in implementing sustainability. BSI's strategy also includes digital initiatives, such as BYOND by BSI, to increase environmental awareness through tree donations, as well as digital monitoring of carbon emissions across its outlets. reflects the practice of green entrepreneurial orientation, which focuses on technology-based innovation to support the sustainability agenda.

In addition, BSI's green campaigns and customer communications through various digital channels can be seen as part of green marketing, which builds customer environmental awareness and strengthens the image of an environmentally friendly brand. This green marketing strategy, aligned with corporate social responsibility, is believed to increase consumer trust and loyalty, ultimately contributing to business sustainability (Khan et al., 2021; Alkandi & Helmi, 2024). BSI experience is a concrete illustration of how integrating green entrepreneurial orientation, green marketing, and corporate social responsibility can simultaneously form a solid foundation for achieving business sustainability in the financial services sector.

However, most research on the relationship between green entrepreneurial orientation, green marketing, corporate social responsibility, and business sustainability is still conducted in developed countries (Klewitz & Hansen, 2014; Siva et al., 2016), with economic and regulatory conditions that differ from those in developing countries such as Indonesia. The empirical focus on Indonesia's Islamic banking sector remains underexplored and offers important contextual value (Hassan & Aliyu, 2018; Jan et al., 2021). Green entrepreneurial orientation plays a critical role in enhancing sustainability performance, particularly through eco-innovation and resource efficiency (Guo et al., 2020; Asadi et al., 2020). However, most prior studies are concentrated in manufacturing and Micro, Small, and Medium Enterprises (MSMEs), with limited attention to service-based industries such as banking, especially Islamic financial institutions (Klewitz & Hansen, 2014; Raza et al., 2022). Companies' high-level green entrepreneurship orientation is not only focused on creating economic value. However, it is also committed to reducing environmental impacts through eco-innovation, green business practices, and sustainable product development. Indicates a gap in understanding how green entrepreneurial orientation operates in highly regulated and ethically driven sectors such as Islamic banking. In Islamic banking, corporate social responsibility is closely linked to Islamic ethical principles, in which firms are expected to contribute to social welfare, the equitable distribution of wealth, and environmental sustainability (Farook et al., 2011; Platonova et al., 2018).

The originality of the study lies in integrating green entrepreneurial orientation and green marketing with the mediating role of corporate social responsibility within a sharia-compliant financial institution. Unlike prior studies that predominantly examine these relationships in manufacturing or conventional business contexts (Guo et al., 2020; Asadi et al., 2020), the study extends analysis into the Islamic banking sector, where ethical, social, and environmental responsibilities are guided by sharia principles (Dusuki & Abdullah, 2007; Haniffa & Hudaib, 2007).

Furthermore, existing literature tends to discuss these constructs in isolation or focuses primarily on their direct effects, with limited attention given to the mediating mechanism of corporate social responsibility (Jamali & Karam, 2018; Cho et al., 2019), particularly in Islamic financial institutions (Farook et al., 2011; Platonova et al., 2018). This indicates a clear theoretical gap in understanding how green strategic orientations are translated into sustainability outcomes through socially responsible practices. Therefore, the study seeks to address a gap by developing an integrated framework that combines stakeholder theory to explain the role of corporate social responsibility as a bridging mechanism between green strategies and business sustainability in Islamic banking (Freeman, 1984; Dmytriyev et al., 2021).

Therefore, research is needed that specifically examines the relationship between these variables in the context of companies in Indonesia in the manufacturing, financial, and MSMEs sectors (Sidharta & Affandi, 2016; Setyowati et al., 2021). Therefore, the study focuses on Indonesia's Islamic banking sector to provide a more contextually relevant understanding of sustainability practices within sharia-compliant financial institutions. Based on this description, the study analyzes the mediating role of corporate social responsibility in the relationships among green entrepreneurial orientation, green marketing, and business sustainability. The study not only contributes empirically by providing evidence from an emerging market context (Khan et al., 2021; Raza et al., 2022) but also offers theoretical contributions by clarifying the boundary conditions under which green strategies translate into sustainability outcomes through corporate social responsibility mechanisms (Jamali & Karam, 2018; Platonova et al., 2018). Through the approach, it is expected to gain a deeper understanding of the mechanism for achieving sustainability in the context of socially responsible green entrepreneurship. The results are expected to provide theoretical and practical contributions to the development of sustainable business strategies in Indonesia and to serve as a reference for companies in designing environmental and social policies that are integrated with business objectives.

Literature Review and Hypothesis Development

Stakeholder theory

Stakeholder theory emphasizes that companies are responsible not only to shareholders but also to all parties who have an interest in or are affected by the company's activities, including consumers, employees, the government, local communities, and the environment (Freeman, 1984). Stakeholder theory highlights that firms must balance economic, environmental, and social interests to achieve long-term value creation (Donaldson & Preston, 1995; Dmytriyev et al., 2021). Green marketing is a form of communication and market strategy that adapts to the values and expectations of increasingly environmentally conscious stakeholders, to build trust and loyalty (Leonidou et al., 2013). Corporate social responsibility is an important mechanism companies use to demonstrate accountability to stakeholders, including contributions to social development and environmental preservation (Carroll & Shabana, 2010). Within Islamic banking, stakeholder responsibility is further grounded in maqasid al-shariah, which emphasizes ethical accountability, social justice, and environmental stewardship (Dusuki & Abdullah, 2007; Haniffa & Hudaib, 2007). This perspective extends conventional stakeholder theory by integrating spiritual and moral obligations into business practices. All of these elements ultimately support business sustainability because companies that are responsive to stakeholder demands tend to gain social legitimacy and long-term competitive advantage (Donaldson & Preston, 1995). Therefore, stakeholder theory is a relevant theoretical framework for understanding relationship variables in the study of relationships.

Green entrepreneurial orientation and business sustainability

Concept green entrepreneurial orientation is a development of the theory of entrepreneurial orientation that integrates aspects of sustainability and environmental concern in the innovation process and strategic decision-making of companies (Guo et al., 2020). Green entrepreneurial orientation reflects an innovative, proactive spirit and the courage to take risks grounded in environmental sustainability principles (Lumpkin & Dess, 1996; Kraus et al., 2012). Companies with a green entrepreneurial orientation can improve operational performance and corporate reputation, ultimately positively impacting business sustainability (Asadi et al., 2020; Pakurár et al., 2020). This strategy also supports resource efficiency, environmentally friendly product innovation, and long-term value creation for all stakeholders (Montabon et al., 2007; Kozubíková et al., 2017).

H1: Green entrepreneurial orientation has a positive influence on business sustainability.

Green entrepreneurial orientation and corporate social responsibility

Green entrepreneurial orientation, which combines entrepreneurial principles with a commitment to environmental sustainability, is believed to encourage companies to be more active in social and environmental initiatives, including corporate social responsibility. Entrepreneurs with a green orientation usually have a high sensitivity to social and environmental issues and are more motivated to carry out corporate social responsibility practices that have a real impact (Zhang et al., 2014; Urban & Kujinga, 2017). Yu et al. (2020) show that spirit green entrepreneurship can encourage companies to be more involved in social programs and sustainable development, as part of a moral responsibility and reputation strategy.

H2: Green entrepreneurial orientation has a positive effect on corporate social responsibility.

Green marketing and corporate social responsibility

Zhang and Berhe (2022) show a positive relationship between green marketing and corporate social responsibility. Green marketing, as part of corporate social responsibility, encompasses developing friendly products and services, as well as environmental efforts to minimize negative environmental impacts (Thapa & Verma, 2014; Hengboriboon et al., 2022). This approach not only provides ecological benefits but also supports the company's social and ethical values. Green marketing also affects the company's reputation. An effective green marketing strategy strengthens the positive perception of the company among the community and stakeholders (Nguyen & Leblanc, 2001; Ko et al., 2013). Jones et al. (2018) emphasized that green marketing support creates a superior corporate image in consumers' eyes, who are increasingly interested in companies that implement genuine corporate social responsibility practices.

H3: Green marketing has a positive effect on corporate social responsibility.

Green marketing and business sustainability

The green marketing approach is a strategic approach used by companies to promote environmentally friendly products and processes as part of efforts toward sustainability (Peattie & Crane, 2005). The implementation of marketing strategies positively impacts companies' performance and both financial and non-financial outcomes (Fraj et al., 2011; Moravcikova et al., 2017). Green marketing also improves the company's image. It creates sustainable competitive advantages (Mukonza & Swarts, 2020), especially since green marketing encompasses environmentally friendly products, green technology, and efficient, environmentally friendly distribution and production systems. In addition, Alkandi et al. (2023)

define green marketing as environmentally friendly consumption behavior that supports sustainability. Hasan and Ali (2015) found that green marketing not only improves environmental performance but also significantly impacts market performance and overall business sustainability.

H4: Green marketing has a positive effect on business sustainability.

Corporate social responsibility and business sustainability

Corporate social responsibility involves companies' commitment to contribute to sustainable economic development while improving the quality of life for employees and local communities more broadly (Carroll, 1991). Implementing corporate social responsibility is believed to have a positive impact on various dimensions of business sustainability, across economic, social, and environmental aspects. Various studies show that corporate social responsibility positively influences dimensions of business sustainability, including company reputation, consumer loyalty, operational efficiency, and risk mitigation (Maignan & Ferrell, 2004; Wagner, 2010). Corporate social responsibility also helps companies build superior competitiveness that not only differentiates them from competitors but also improves brand equity and market trust (Du et al., 2010). In addition, Porter and van der Linde (1995) emphasized that corporate social responsibility, when integrated with business strategy, can create shared value, namely a condition in which a company simultaneously creates economic and social value.

H5: Corporate social responsibility has a positive effect on business sustainability.

Green entrepreneurial orientation and business sustainability: The role of corporate social responsibility

The success of a green entrepreneurial orientation in fostering business sustainability depends not only on the internalization of environmental values within business processes but also on external perceptions of the company's environmental commitment (Asadi et al., 2020; Guo et al., 2020). Corporate social responsibility serves as a legitimacy instrument, demonstrating that a company's environmental actions are not merely symbolic but accompanied by concrete social responsibility (Maignan & Ferrell, 2004; Ikram et al., 2019). When green entrepreneurial orientation is realized through consistent corporate social responsibility initiatives, companies build stronger reputations and reduce public risks, such as greenwashing, which is a false image of a green company (Carroll, 1991; Font et al., 2017). Hameed et al. (2021) showed that corporate social responsibility strengthens the relationship between green innovation orientation and sustainable business performance by increasing stakeholders' perceptions of corporate credibility and ethics.

H6: Corporate social responsibility mediates the influence of green entrepreneurial orientation on business sustainability.

Green marketing and business sustainability: The role of corporate social responsibility

Green marketing is a marketing strategy that emphasizes aspects of product and process sustainability, including resource efficiency, waste reduction, and consumer education about environmental impacts (Seth & Khan, 2015). This strategy not only aims to increase competitiveness but also to respond to changes in consumer preferences that increasingly prioritize ethical and ecological values in purchasing decisions. However, the effectiveness of green marketing in enhancing business sustainability is largely influenced by the company's success in building social and environmental legitimacy for its green claims. In this case, corporate social responsibility serves as an important link that aligns the company's green communication with real-world implementation through social and environmental actions

(Sharma, 2019). Without support for corporate social responsibility, a green marketing strategy is vulnerable to being perceived as manipulation or greenwashing, which can reduce stakeholder trust. Corporate social responsibility provides moral validation for green marketing messages and strengthens the company's position as an agent of social change (Carroll, 1991; Lim et al., 2021).

H7: Corporate social responsibility mediates the influence of green marketing on business sustainability

Based on the theoretical framework and the results of previous research, this study has developed a research framework that illustrates the relationships among the research variables in Figure 1.

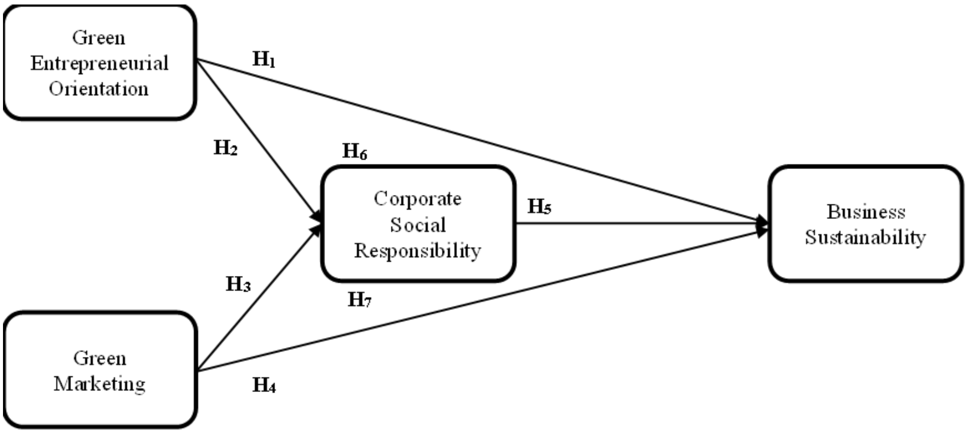

Figure 1. Conceptual Framework

Method

The sample study comprised 220 respondents, consistent with Hair et al. (2021), who recommended a minimum sample size of 100–300 for PLS-SEM estimation. Sampling technique used purposive sampling, where respondents selected specific criteria, namely employees of Bank Syariah Indonesia who are involved in operational, managerial, or decision-making processes related to sustainability and business practices. This approach ensures that respondents possess relevant knowledge and experience regarding the research variables. This study uses primary data obtained by distributing questionnaires to employees at Bank Syariah Indonesia.

The measurement item variables of all constructs are adapted from previous studies, with only slight modifications to suit the study. Ensure contextual relevance and carefully adapt measurement instruments to reflect the characteristics of the Islamic banking sector. This process included rewording several items to align with sharia-compliant business practices and conducting a pilot test to ensure the questionnaire's clarity, reliability, and cultural appropriateness (Sekaran & Bougie, 2016). Green entrepreneurial orientation is measured using five indicators adapted from Li et al. (2010). Green marketing is measured using four indicators adapted from Zhang and Berhe (2022). Corporate social responsibility is measured using four indicators adapted from Zhang and Berhe (2022). Business sustainability is measured using five indicators adapted from Hooley (2005) and Zhang and Yang (2011).

The data analysis uses a quantitative approach with PLS-SEM. PLS-SEM was chosen because it can estimate relationships among complex latent variables with relatively small sample sizes and does not require strictly normal data (Hair et al., 2019). Data processing is carried out with tests of validity and reliability using loading factor values, convergent validity, discriminant validity, and composite reliability. Ghozali (2021) considers individual indicators valid if their factor loadings are ≥ 0.70. Variable categorized as good if composite reliability value ≥ 0.70 and Cronbach's Alpha value > 0.60 (Ghozali, 2021).

In addition, to address potential common method bias due to the use of a single questionnaire, Harman's single-factor test was conducted (Podsakoff et al., 2003). Results indicate that the total variance explained by a single factor is below the threshold 50%, suggesting that common method bias is not a significant concern in the study. Hypothesis testing is conducted using the p-value, with the null hypothesis accepted if the p-value is < 0.05 (Ghozali, 2021). Furthermore, multicollinearity was assessed using the Variance Inflation Factor (VIF), with values below 5 indicating no multicollinearity (Hair et al., 2019).

Analysis and Discussion

The study respondents comprised 220 employees of Bank Syariah Indonesia, as shown in Table 1. In terms of gender, respondents were predominantly male (58%). The age distribution shows that the majority of respondents were in the productive age group, with 40% aged 31–40 years. Most respondents earned between IDR 5.000.000 - IDR 10.000.000 per month (46%). In terms of educational background, almost half of the respondents held bachelor's degrees (33%), and high school/vocational graduates (45%). Work experience also varied, with most respondents having 5–10 years of experience (46%). From the perspective of position, business owners or leaders accounted for the largest proportion (61%).

Table 1. Respondents Description

Respondent Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	128	58%
	Female	92	42%
Age	≤ 30 years	46	21%
	31–40 years	88	40%
	41–50 years	62	28%
	> 50 years	24	11%
Monthly Income	< IDR 5.000.000	54	24%
	IDR 5.000.000 – IDR 10.000.000	96	46%
	> IDR 11.000.000	70	30%
Educational Background	Senior High School/Vocational	100	45%
	Diploma	48	22%
	Bachelor's Degree	72	33%
Work Experience	< 5 years	44	20%
	5–10 years	102	46%
	> 10 years	74	34%
Position	Manager or Director	134	61%
	Staff	86	39%

Based on the results of the convergent validity and outer model test analyses in Table 2, all indicator items for each variable in this study had outer loadings above 0.70, indicating good convergent validity and strong representation of their respective constructs. In addition, all variance inflation factor (VIF) values for each indicator are below the commonly used multicollinearity threshold, which is < 5.0, indicating there is no multicollinearity problem between indicators in each construct.

Table 2. Outer Loading dan VIF Test

Variables	Indicator Items	Outer Loading	VIF
Business Sustainability (BS)	BS1	0.806	2.129
	BS2	0.859	2.443
	BS3	0.785	1.871
	BS4	0.822	2.201
	BS5	0.785	1.820
Corporate Social Responsibility (CSR)	CSR1	0.895	4.740
	CSR2	0.916	5.253
	CSR3	0.810	1.983
	CSR4	0.820	2.149
Green Entrepreneurial Orientation (GEO)	GEO1	0.864	2.663
	GEO2	0.770	1.726
	GEO3	0.855	2.431
	GEO4	0.789	1.940
	GEO5	0.826	2.350
Green Marketing (GM)	GM1	0.826	2.051
	GM2	0.768	1.578
	GM3	0.889	2.586
	GM4	0.768	1.601

Cronbach's Alpha values in Table 3 for the business sustainability (BS), corporate social responsibility (CSR), green entrepreneurial orientation (GEO), and green marketing (GM) variables are each greater than 0.7. All indicators in each construct have good internal consistency (Hair et al., 2019). Composite reliability value for each variable is also > 0.7.

Table 3. Discriminant validity and reliability Test

Variable	Cronbach's Alpha (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Business Sustainability (BS)	0.871	0.906	0.659
Corporate Social Responsibility (CSR)	0.883	0.920	0.742
Green Entrepreneurial Orientation (GEO)	0.879	0.912	0.675
Green Marketing (GM)	0.829	0.887	0.663

All constructs have Average Variance Extracted (AVE) above a minimum of 0.5. This means that more than 50% of the variance in the indicator in Table 4 is explained by each construct (Fornell & Larcker, 1981).

Table 4. Fornell-Larcker Criterion Test

Variable	BS	CSR	GEO	GM
Business sustainability (BS)	0.812			
Corporate social responsibility (CSR)	0.910	0.861		
Green entrepreneurial orientation (GEO)	0.877	0.779	0.821	
Green marketing (GM)	0.926	0.875	0.870	0.814

Furthermore, the Fornell-Larcker results indicate relatively high correlations among the variables, particularly between green marketing and business sustainability (r = 0.926). This may indicate potential construct overlap or redundancy, suggesting that these constructs, while conceptually distinct, may be perceived similarly by respondents in practice (Henseler et al., 2015).

Table 5. R-Square Test

Variable	R-Square	R-Square Adjusted
Business Sustainability (BS)	0.916	0.916
Corporate Social Responsibility (CSR)	0.767	0.766

R-squared measures how much the independent variable explains the dependent variable. R^2 value ranges 0-1, interpretation: $R^2 > 0.67$ (strong); $0.33 < R^2 \leq 0.67$ (moderate); $R^2 \leq 0.33$ (weak) (Chin, 1998). The R-squared value in Table 5 shows a value above 0.67 (strong). In addition, the same adjusted R-square, or nearly the same R-square, for both variables (0.916 and 0.766, respectively), indicates that the model does not overfit, and the addition of an indicator or construct to the model does not cause a decline in predictive quality. This high R^2 value indicates that the model has strong explanatory power; however, it also suggests the need for careful interpretation to avoid overestimating relationships among constructs (Hair et al., 2019). This phenomenon is particularly relevant in the banking sector, where green marketing initiatives are often embedded in sustainability practices, making it difficult for respondents to distinguish between the two constructs clearly.

Table 6. Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
GEO→BS	0.266	0.267	0.055	4.846	0.000
GEO →CSR	0.075	0.076	0.063	1.181	0.238
GM → CSR	0.810	0.810	0.060	13.616	0.000
GM →BS	0.339	0.340	0.056	6.058	0.000
CSR→BS	0.406	0.403	0.049	8.312	0.000
GEO → CSR→ BS	0.030	0.030	0.025	1.212	0.225
GM→ CSR→ BS	0.329	0.327	0.049	6.677	0.000

Discussion

Green entrepreneurial orientation on business sustainability

Green entrepreneurial orientation contributes directly to sustainable business in Table 6. Green entrepreneurial orientation can increase operational efficiency and strengthen the performance environment, ultimately laying the foundation for sustainable business (Asadi et al., 2020; Guo et al., 2020). When a company adopts a green entrepreneurial orientation, it is better able to meet stakeholder expectations and strengthen its social legitimacy in the market (Dangelico & Pujari, 2010). In the context of Islamic banking, this alignment may also reflect integration of ethical and environmental values in strategic decision-making, reinforcing both economic and moral legitimacy. Thus, these results strengthen the argument that business sustainability is influenced not only by economic efficiency but also by the company's ability to apply entrepreneurial principles aligned with environmental and social sustainability (Schaltegger & Wagner, 2011; Dangelico & Vocalelli, 2017; Guo et al., 2020).

Green entrepreneurial orientation on corporate social responsibility

Green entrepreneurial orientation does not have a positive effect on corporate social responsibility. The process of adopting and integrating a green entrepreneurial orientation with corporate social responsibility in companies often encounters conceptual challenges due to limited resources, a lack of supportive regulations, and low managerial awareness of the importance of stakeholder involvement in managing social and non-social issues (Jamali & Mirshak, 2007; Visser, 2008). The adoption of green values in operations does not automatically translate into a commitment to social responsibility, especially when companies face resource constraints or intense market pressures (Fernando & Lawrence, 2014). When viewed through the lens of stakeholder theory, as articulated by Freeman (1984), the company does not have sufficient answers to address the needs and interests of various stakeholders, including consumers, the government, the local community, and investors. The absence of a significant relationship between green entrepreneurial orientation and corporate social responsibility indicates that innovation and a proactive environment are not yet fully integrated into corporate social responsibility policies that address external stakeholders' interests. Lee (2008) stated that transforming internal company values to incorporate social responsibility practices requires a strong mechanism for communication, transparency, and reporting to ensure recognition and appreciation by stakeholders. This finding highlights that environmental proactivity does not automatically translate into social responsibility, underscoring the importance of organizational integration and stakeholder engagement in corporate social responsibility implementation.

Green marketing and corporate social responsibility

Green marketing positively influences corporate social responsibility. Green marketing facilitates the integration of sustainability values into corporate social responsibility practices by emphasizing transparency, authenticity, and accountability (Delmas & Burbano, 2011). Effective green marketing must be based on strong corporate social responsibility practices to build credibility and trust with consumers and other stakeholders (Seth & Khan, 2015; Sharma, 2019). Within the framework of Freeman's (1984) stakeholder theory, the relationship between green marketing and corporate social responsibility reflects companies' efforts to meet stakeholders' moral and environmental expectations, not just to achieve economic benefits. Therefore, integrating green marketing with corporate social responsibility serves as an important legitimacy strategy for creating a socially responsible and sustainable corporate image.

Green marketing and business sustainability

Green marketing is positively associated with business sustainability. Green marketing has contributed significantly to strengthening business sustainability through improving efficiency, reducing environmental impact, and creating a long-term mark (Rahman et al., 2012). Apart from that, green marketing also plays an important role in increasing consumer awareness of environmental issues and strengthening loyalty to the company by being a responsible answer in a socially and ecologically positive way (Zhang & Berhe, 2022), with an orientation towards innovative products, market differentiation, and a positive brand reputation (Katrandjiev, 2016).

Corporate social responsibility and business sustainability

Corporate social responsibility positively affects business sustainability. This finding strengthens Freeman's (1984) stakeholder theory that the company does not have sufficient answers for shareholders and for the interests of stakeholders, including employees, society, government, and the environment. Corporate social responsibility contributes positively to dimensions of business sustainability, including performance, environmental sustainability, customer loyalty, and investor power (Wagner, 2010; Fatma et al., 2015). Thus, integrating corporate social responsibility into business processes at the main company can increase operational efficiency, expand the market, and strengthen connections with stakeholders, thereby becoming important pillars in building a sustainable and responsible business approach (Porter & Kramer, 2006).

Green entrepreneurial orientation and business sustainability: The role of corporate social responsibility

Corporate social responsibility is not mediated by green entrepreneurial orientation on business sustainability. Although company-owned orientation entrepreneurship focuses on environmental aspects, it does not, in itself, automatically push the company to implement strategic corporate social responsibility programs (Jamali & Mirshak, 2007; Longoni & Cagliano, 2015). Thus, there is no mediating role of corporate social responsibility effectiveness in bridging the gap between environmental initiatives and the realization of entrepreneurship to meet the needs of the corporate social structure (Lindgreen et al., 2009; Yusliza et al., 2020). This is in accordance with stakeholder theory (Freeman, 1984), which holds that corporate social responsibility should serve as a bridge between internal company values (in this case, green entrepreneurial orientation) and the interests of external stakeholders. Some studies have shown that this gap can arise from a lack of understanding, source power, or commitment to strategic corporate social responsibility (Longoni & Cagliano, 2015; Yusliza et al., 2020). In addition, companies may place greater emphasis on the technical aspects of innovation and green without following up on the impact through broader social involvement (Jamali & Mirshak, 2007).

Green marketing and business sustainability: The role of corporate social responsibility

Corporate social responsibility mediates the effect of green marketing on business sustainability. Green marketing is associated with corporate social responsibility programs, which lend legitimacy and strengthen the public's positive perception of the company, thereby increasing trust in the company's commitment to stakeholders' interests and expanding consumer loyalty (Sarkis et al., 2011; Sharma, 2019). Freeman stakeholder theory (1984) holds that companies are expected to take into account the expectations and interests of all stakeholders, including those of marketing. Therefore, when green marketing is integrated synergistically with corporate social responsibility, companies not only promote environmentally friendly products but also demonstrate social commitment that can create shared value and strengthen business sustainability (Porter & Kramer, 2006). The findings of Seth and Khan (2015) indicate that corporate social responsibility plays an important role in green marketing efforts to achieve tangible sustainability impacts through enhanced reputation, efficiency, and customer loyalty.

Conclusion

The study examines green entrepreneurial orientation, green marketing, and corporate social responsibility as drivers of business sustainability. Analysis results that green entrepreneurial orientation has a positive impact on business sustainability, green entrepreneurial orientation does not have a positive impact on corporate social responsibility, green marketing has a positive impact on corporate social responsibility, green marketing has a positive impact on business sustainability, and corporate social responsibility has a positive impact on business sustainability. Corporate social responsibility does not mediate the influence of green entrepreneurial orientation on business sustainability; however, it does mediate the influence of green marketing on business sustainability.

These findings highlight that internal green strategic orientation (green entrepreneurial orientation) does not automatically translate into externally recognized social responsibility practices, indicating a potential gap between internal environmental initiatives and stakeholder-oriented corporate social responsibility implementation. From a theoretical perspective, this study contributes to the integration of stakeholder theory to explain how green strategies influence sustainability outcomes through corporate social responsibility mechanisms, particularly in the context of Islamic banking.

From a managerial perspective, the findings suggest that bank leadership should not only focus on strengthening internal green innovation and entrepreneurial capabilities but also ensure their alignment with structured and transparent corporate social responsibility programs. This achieved the integration of environmental initiatives and formal corporate social responsibility policies, enhanced sustainability reporting, and aligned business strategies with maqasid al-shariah principles and Islamic ESG frameworks.

In addition, managers in Islamic banking institutions should develop integrated strategies that link green marketing initiatives to credible corporate social responsibility activities, as this combination has been shown to strengthen business sustainability by increasing stakeholder trust and legitimacy. Practically, the study provides actionable insights for bank executives to design sustainability strategies that balance internal innovation and external social responsibility, ensuring green initiatives are not only operationally effective but also socially visible and impactful.

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