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KEYWORDS	ABSTRACT
Green Marketing, Green Leadership, Sustainability Greenwashing & Organizational Performance	The purpose of this study, titled "green strategies in action," is to investigate the intricate relationship between green marketing, green leadership, and sustainability as mediator & greenwashing as a moderator in relationships to organizational performance. Thus, quantitative surveys and qualitative interviews with corporate executives are used in conjunction with a mixed-methods approach in order to investigate the complex relationships that exist within environmental sustainability projects. Ultimately, the purpose of this study is to determine how green leadership and green marketing work together to have a synergistic effect on sustainability, which in turn has an effect on organizational performance. Moreover, research examines potential moderating influence of greenwashing, highlighting importance of real environmental commitment at the same time. The findings provide organizations with useful insights that can be used to navigate difficulties and possibilities allied with execution of effective green strategies. This helps organizations nurture holistic approach toward sustainable practices and organizational success.
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INTRODUCTION

The companies who are striving to achieve the balance between profitability and ethical corporate citizenship in today's business world have made environmental consciousness a significant focus in their efforts to achieve this balance (Zhang, Li, Cao, & Huang, 2018). Through the examination of the combined impact of green marketing and green leadership, this study, titled "green strategies in action," delves into the intricate dynamics of organizational green initiatives. Sustainability serves as a mediator, and greenwashing is a potential moderator on performance of the organization (Ha,

Ngan & Nguyen, 2022). In this day and age of heightened environmental awareness, the businesses are increasingly implementing the environmentally friendly methods in order to strike the balance between maintaining economic success and being responsible towards the environment in different contexts. The purpose of this research project, titled "green strategies in action," is to investigate the relationship between green leadership and green marketing, with goal of determining how the two factors interact to influence the overall performance of a business through the lens of sustainability (Qayyum, Jamil, & Sehar, 2023). In addition to this, the present research investigates the potential moderating influence that greenwashing may play, highlighting the significance towards the real environmental dedication. This research seeks to provide businesses with insights that will guide them in the process of developing authentic, effective and successful green strategies for the holistic organizational success.

These insights will be provided by deconstructing these dynamics. The growing concern for the long-term viability of environment on a global scale has resulted in green projects being elevated to the top of agendas of organizations (Nguyen, Yang, Nguyen, Johnson, & Cao, 2019). Green leadership, that is considered by environmentally conscious decision-making at the executive level, and green marketing, which is defined by environmentally friendly branding and practices, are both essential components of the contemporary sustainability efforts (Chen, Su, Diep, Sivanandan, Sadiq & Phan, 2023). On the other hand, the degrees to which these strategies are efficacious in influencing the performance of company may be not straightforward. The main objective of this study is to analyze the complex relationships that exist within the green strategies, explicitly the ways in which green leadership and green marketing contribute to sustainability and, as a consequence, the success of concerned organizations in diverse situations. In addition, the research suggests that greenwashing could be a moderator, highlighting the need of having a genuine commitment to sustainability. The purpose of this research is to provide the organizations with nuanced insights that will assist them in navigating the challenges and opportunities associated with the implementation of effective green policies in order to achieve holistic organizational success. This will be accomplished by examining the linked elements.

LITERATURE REVIEW

Green Marketing

There has been a significant amount of attention paid by academics to green marketing, which is an essential component of environmentally responsible company practices. In literature, development of environmentally conscious marketing strategies is shed light on, with an emphasis placed on the incorporation of environmental factors into customer behaviors and decision-making process of the corporations (Qayyum, Jamil & Sehar, 2023). Researchers examine the efficacy of green activities in improving brand image, gaining consumer trust, and gaining a competitive edge (Pham, Pham, Quang & Dang, 2023). The obstacles that are linked with green marketing are also investigated in studies. These challenges include the worries about greenwashing and the requirement for truthful information. Researchers highlight growing significance of environmentally responsible business practices in marketing, highlighting fact that companies that align themselves with environmental principles not only meet the ever-changing expectations of consumers but also contribute to long-

term survival of the firm (Mittal & Kaur, 2023). The evaluation of the relevant literature highlights the dynamic and diverse nature of green marketing, providing insights into the impact that green marketing has on both the attitudes of consumers and the techniques employed by the corporations (Qayyum et al., 2023).

Green Leadership

Green leadership is a growing subject of study that is gaining attention due to the fact that it assists in making organizations more environmentally friendly. It is demonstrated in the literature how essential leadership is in order to convince businesses to behave in a manner that is environmentally friendly and to establish culture of green work (Viet, 2023). Many educators believe that the green leaders are of utmost significance. They advocate for projects that are favorable to the environment, try to shift the attitudes of workers toward these projects, and include concern for the environment into major decisions made by businesses. In studies, characteristics and behaviors of green leaders are investigated, and the influence of these leaders on the environmental outcomes of businesses are thus investigated (Al-dmour, Hadad, & Al-dmour, 2023). There is also research that investigates the challenges that green leaders confront, such as ensuring that their objectives for preserving the environment are in line with desires of businesses. It is explained in the books how environmentally conscious leaders can bring about positive changes. Leaders who adopt green leadership practices focus on mixing environmental considerations into their decision-making processes and promoting sustainable practices within their organization (Cui, Wang & Zhou, 2023). These articles provide helpful advice on how managers are concerned about environment may steer their organizations in the direction towards more responsible as well as ecologically friendly future (Pham, Pham, Truong, Quang, & Dang, 2023).

Sustainability

Numerous studies on a wide range of topics are included in the body of research that was conducted on sustainability. The purpose of these is to enhance long-term happiness for individuals who are currently living as well as those who will live in future by addressing the complex relationships that exist between environmental, social, and economic challenges. Teachers learn how to improve areas throughout the course of a longer period of time. They look for solutions to major issues such as issue of global warming, lack of sufficient resources, and inequality that exists between people in society. The topic of discussion is importance of people and nature coexisting peacefully with one another (Niazi, Nisar, Nasir, Naz, Haider & Khan, 2023). It inspires prudent use of resources, preservation of what we are able to save, & equitable distribution among all individuals. In books on sustainability, the most important ideas include the utilization of renewable energy sources, discovery of equitable ways to reuse things, and the incorporation of green technologies (Negi, Gupta, & Gaur, 2023). In addition, professors investigate the ways in which regulations, policy initiatives, as well as company responsibilities influence safe behaviors in the local communities or all across the world. The writing illustrates how people are shifting their outlooks on how to keep things going in current situations. While simultaneously encouraging everyone to work together to take care of our globe, it shows respect for the various cultures and local settings that exist. As individuals continue to examine the ways in which our actions have an impact on environment, new ideas are always being developed (Özgül & Zehir, 2023).

Organizational Performance

The discussion of environmental responsibility in business world encompasses number of important aspects, such as the performance of organizations, maintenance of sustainability, and the exercise of green leadership. It is possible to see that sustainability initiatives have potential to yield superior financial results, in addition to non-financial ones, as evidenced by fact that a significant amount of research has pointed out the beneficial connection between sustainability efforts & organizational performance (Chen, Su, Diep, Sivanandan, Sadiq, & Phan, 2023). Green leadership is another key component that has been recognized as contributing towards development of sustainability within businesses. Green leadership is characterized by the implementation of strategies and the making of decisions that are environmentally conscious. On other side, "greenwashing," which is essentially a dishonest portrayal of an organization's dedication to the environment, is another impediment that stands in the way of genuine sustainability (Cui, Wang, & Zhou, 2023). Scholars concentrate on the methods that firms employ in order to separate genuine sustainability efforts from greenwashing, and they emphasize necessity of responsibility and transparency in their work. This body of research sheds light on connection that exists between organizational performance, sustainability practices, & leadership in the context of supporting the environmentally responsible business practices (Cui, Wang & Zhou, 2023).

Green Washing

Within the realm of modern literature, the convergence of green marketing, green leadership, and organizational performance has emerged as a central topic of discussion. Greenwashing refers to the deceptive practice of conveying a false impression or providing misleading information about the environmental practices of a company, product, or service (Miao, Chen, Wang, Das, 2023). There is correlation between green marketing tactics, which place an emphasis on environmentally friendly products, activities, and higher organizational performance. The dedication of leadership towards sustainability, also referred to as green leadership is an essential factor in the success of green efforts taking places within the organizations (Pendse, Nerlekar, & Darda, 2023). Essentially, it involves making exaggerated or unsubstantiated claims about being environmentally friendly to attract the environmentally aware consumers without truly implementing meaningful sustainable practices (Pimonenko, Bilan, Horák, Starchenko, & Gajda, 2020). Research indicates that there is favorable connection between green marketing, green leadership, and improved organizational performance. These researches highlight the competitive advantage that may be obtained by environmentally responsible practices. This body of research highlights symbiotic relationship that exists between green marketing activities, leadership commitment to sustainability & overall organization success (Nygaard & Silkoset, 2023).

Green Marketing, Green Leadership & Organizational Performance

The green marketing, green leadership, and organization performance come together in a moving landscape of sustainability writing. The green marketing books talk about how businesses tell and share their environmentally safe actions with the customers. It looks at how green advertising works, creating environmentally friendly products, and the effect these things have on buying behavior. In addition, green leadership books look at how leaders guide and push for environmentally friendly activities within companies. Looking at leadership styles that put environment first, experts' study

how these methods change the corporate culture & employee involvement. They also look at their overall effect on organization's performance (Lee & Raschke, 2023). The literature highlights the close connection between green marketing, leadership, and performance in organization. In green marketing, being real and having strong bosses who care about saving the earth can help businesses do better. Scholars look closely at successful examples, studying real results of connecting caring for nature with being a leader and building the marketing plans. In this connection, as the talk grows, writing gives the full set of rules for the companies trying to mix good-for-the-earth ideas with true leadership skills and strong marketing. This helps businesses not only meet what people expect but also do better in fast-changing markets where caring about nature is very important (Rahman & Nguyen-Viet, 2023).

Green Marketing, Green Leadership, Sustainability & Performance

Sustainable practices, environmentally conscious marketing, and leadership that shows concern for the environment are all components of connected area. This demonstrates how more and more firms in today's world are concerned about the environment. Research conducted on green marketing demonstrates how essential it is to align products and services with the principles of environmental conservation, to influence the behaviors of individuals, and to enhance the reputation of a company. Both marketing with an emphasis on environment and leading in ways that are beneficial to nature are essential components of the concept of being environmentally conscious (Hu, Hua, Liu & Wang, 2023). Sustainability, environmentally responsible marketing, and leadership are all intertwined in significant way with the accomplishments of enterprises. The following environmentally friendly method is subject of investigation in this sector, which investigates how it affects financial concerns, market rivalry, & networks with individuals concerned. They claim that these individuals are vital for promoting new ideas, increasing level of the participation among workers, and assisting firms in achieving greater success in general. Complex connections between green marketing, leadership that is concerned about environment, sustainability is demonstrated by this assessment of relevant literature. It educates us on the ways in which eco-friendly practices and guidelines can assist the organizations in achieving success in future that is centered on protection of world (Santos, Coelho & Marques, 2023).

Green Marketing, Green Leadership, Green Washing & Performance

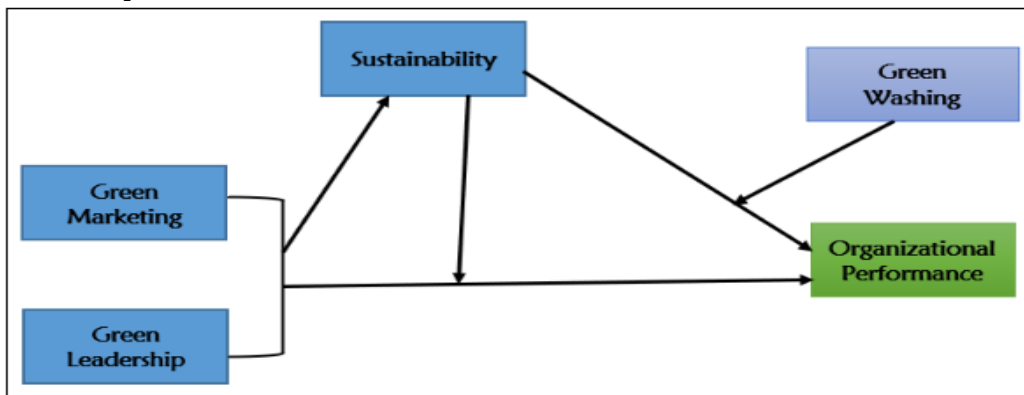
The combination of green marketing, leadership that is concerned about the planet, appearing to be environmentally friendly (also known as "green washing"), and how well organizations use these strategies demonstrates comprehensive research about how to be sustainable in the modern-day corporate sector. The term "green marketing" refers to the manner in which businesses communicate with their clients about their commitment to environmental responsibility. Real acts are contrasted with phony ones, and the impact that this has on the image of the company is discussed. At the same time, literature about green leadership examines ways in which leaders contribute to development of genuine concern for environment within businesses (Yousaf, Palazzo, Radulescu, & Javed, 2023). The literature in this field investigates the consequences of green washing on amount of trust that customers have in the businesses, how they perceive those businesses, and the larger goals of being environmentally friendly. What lies at the core of these concepts is an in-depth examination of the ways in which genuine green actions, robust leadership promises & open communication influence

the success of firm. Organizations that genuinely embrace sustainability and are led by trustworthy individuals do not merely steer clear of dangers associated with greenwashing. The way in which they conduct their enterprises and connections they have with others who have a stake in outcome are improved. In a world that is always evolving and where respecting the environment is of utmost importance, this piece of writing assists businesses in comprehending how to properly engage in the green marketing and avoiding practice of claiming to be environmentally friendly (Sobaih, Gharbi, Hasanein & Elnasr, 2022).

Green Marketing, Green Leadership, Green Washing, Sustainability & Performance

The combination of generating nice green advertisements, encouraging others to be safe for earth, pretending that we are really doing well with natural stuff, and long-term goals, in addition to way a company operates, presents a clear image in writing on how to keep things going. Studies on green marketing investigate how businesses communicate and advertise their efforts to reduce impact on the environment, with the particular emphasis on significance of open communication for effective branding (Qayyum et al., 2023). The difficulty, however, is that greenwashing is concerned. Place where genuine efforts to protect our planet are thwarted by deceptive maneuvers is here. Thus, the consequences of greenwashing on the faith that customers have in firm are subject of the research conducted by scientists. Books about sustainability take inclusive approach, encircling not just the environmental but social and financial aspects of the topic. They provide the complete view of the ways in which businesses can effectively work with the nature in mind. The fact that this major issue occurred proves that organizations may benefit from effective green marketing, genuine leadership, and other ways to be sustainable (Ha et al., 2022). They become powerful and inventive as result of these approaches that provide them with consistent success. Standing of honest leaders & outcomes of organizations cannot be overstated as businesses strive to mitigate their impact on environment (Ha et al., 2022).

Figure 1 Development of Model



RESEARCH METHODOLOGY

The purpose of study is to evaluate impact that green marketing, green leadership, sustainability, and greenwashing have on the performance of organizations through utilization of research design that incorporates survey approaches. In order to acquire quantitative data, questionnaires are sent

out to employees and stakeholders in the area of Karachi. 450 employees and stakeholders who are familiar with title green strategies in action: Unraveling the Impact of green marketing and green leadership with sustainability as mediator, greenwashing as moderator on organization performance were the ones who provided the information that was collected. The purpose of these surveys is to measure how employees and stakeholders perceive green initiatives and outcomes of the firm. The quantification of relationships is accomplished through utilization of statistical studies, which may include regression models, mediation, and moderation analysis. This provides a detailed picture of the implementation of green strategy. In addition, there is the robust foundation for understanding collective impact that green plans have on organization performance in real-world organizational contexts, that is made possible through the integration of both quantitative research methods. Thus, this ensures a comprehensive examination of the complicated relationships that exist within these green strategies.

Table 1 Fitness of Model

	Saturated Model	Estimated Model
SRMR	0.057	0.148
D_ULS	0.554	0.754
D_G	0.476	0.576
Chi-Square	1572.731	1472.731
NFI	0.680	0.270

In summary, although certain fit indices do indicate that there may be problems with the Estimated Model, it is essential to take into account the broader context and evaluate these values in relation to the thresholds that have been established for an acceptable fit in structural equation modeling in the study.

Table 2 Moderation Effects

Specific Indirect Effects		
Green Leadership ----> Sustainability ----> Organizational Performance		0.044
Green Marketing ----> Sustainability ----> Organizational Performance		0.019

This implies that part of positive effects that green leadership has on organizational performance can be credited to it enhancing sustainability activities. Likewise, in second route green marketing has particular indirect impact of 0.019 to organizational performance likewise over sustainability. This means that part of the positive influence green marketing had on organizational performance is due to its ability to facilitate sustainability in the organizational set ups. Both green leadership and green marketing indirectly promote organizational performance, with sustainability serving as the mediating variable in these relationships. In this linking, this subtle perception highlights the interrelated factors of leadership, marketing strategies, sustainability efforts and success in general for an organization.

Table 3 R-Square

	R Square	R Square Adjusted
Organizational Performance	0.330	0.322
Sustainability	0.368	0.365

The 36.8% of the variability in organizational performance is explained by its predictors and 33%. The adjusted R-squared values, taking into account complexity in models suggest stability. These metrics reveal significant role of the studied factors in accounting for differences in organizational performance and sustainability.

Table 4 Heterotrait-Monotrait Ratio (HTMT)

	GL	GM	GW	ME1	ME 2	OP
Green Leadership						
Green Marketing	0.419					
Green Washing	0.532	0.367				
Moderating Effect 1	0.548	0.405	0.587			
Moderating Effect 2	0.548	0.405	0.587	1.000		
Organizational Performance	0.472	0.327	0.493	0.455	0.455	
Sustainability	0.576	0.414	0.514	0.537	0.537	0.424

The correlation between green leadership and sustainability is 0.576, and the correlation between green marketing and sustainability is 0.414. Both of these relationships are strong and good. Both green leadership (0.532) and green marketing (0.367) are found to have fairly good relationships with green washing. green leadership, green marketing, washing, organizational performance, and sustainability are all strongly correlated with the moderating effects (1 and 2), which reveal high positive connections. The characteristics of green leadership (0.472) and sustainability (0.493) have a favorable correlation with performance of an organization. The following table offers a thorough perspective of correlations that exist between variables that were investigated. It reveals the most important associations and possible moderating effects that are associated with sustainability and performance of organization.

Figure 2 Moderating Effect

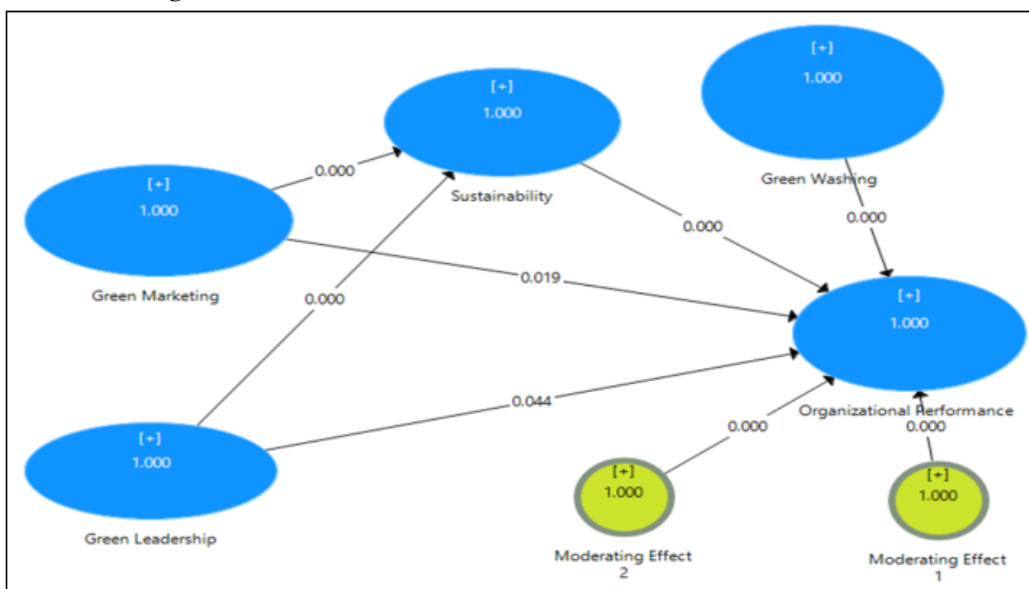
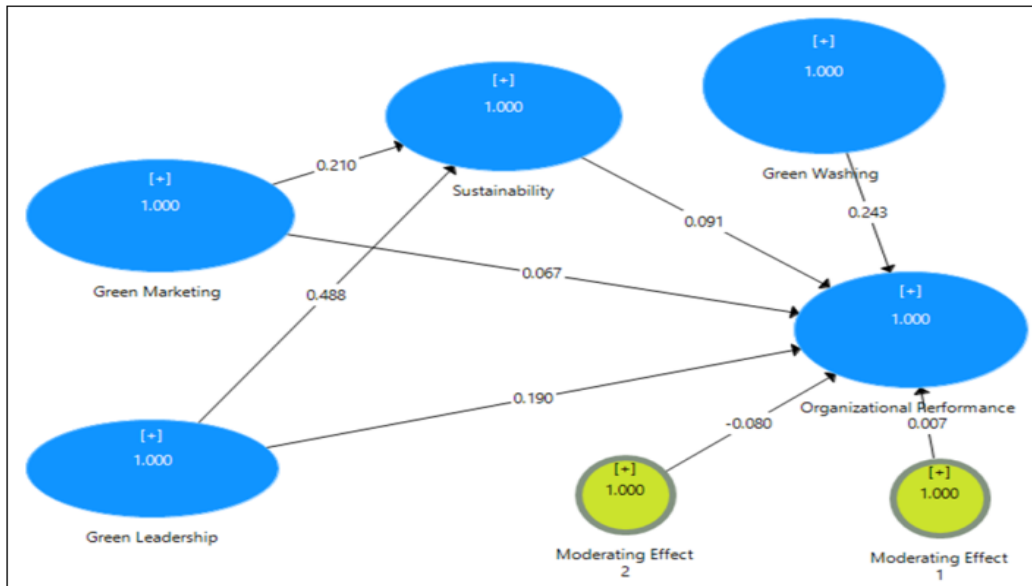


Figure 3 Moderating Effect



DISCUSSION

Green marketing becomes the potent force, positively impacting sustainability and, ultimately, organizational performance. The study expands on prior research that emphasized market benefits of sustainable habits. Nonetheless, the use of green marketing by businesses not only improves their eco-image but also improves sustainable practices within the organization, ultimately leading to its success (Qayyum et al., 2023). Green leadership has a strong positive impact on both organizational sustainability & performance. Leaders that promote environmentally friendly policies & methods foster a sustainability culture, which leads to better organizational outcomes. Problem arises from green washing, which is when businesses employ deceptive practices to give impression that they are more concerned about being environmentally friendly than they actually are. They also have impact on culture & direct large-scale planning toward becoming more environmentally friendly. The study adds to corpus of knowledge on how leadership influences corporate sustainability by indicating critical role that leadership plays in driving firms toward sustainable practices (Özgül & Zehir, 2023). Clearly, this has the potential to influence the culture of workplace and encourage employees to take an active role in preserving our environment. According to author, sustainability is critical intermediate that connects benefits of green marketing & green governance to increased organizational performance.

This emphasizes the critical role that sustainability plays in assisting the green initiatives to provide meaningful outcomes for any firm. Nonetheless, the study proves limitation of idea of greenwashing and highlights potential issues in field of green strategy. Greenwashing does not negate the great contributions of green marketing and green leadership, but it diminishes entire process that firms must go through (Qayyum et al., 2023). This helps to develop trust among customers. On the other hand, books that discuss green leadership assert that leaders have the significant role in integrating

sustainability into fundamental structure of a business to a significant degree. This emphasizes the need of authenticity, openness in green initiatives; genuine commitment to sustainability is critical to realizing full potential of green strategies in organizational performance. To avoid falling victim to greenwashing, consumers should be critical & look for actual evidence to support environmental claims. This includes checking for third-party certifications, swotting detailed product information, and researching company's overall environmental track record. In conclusion, this study gives a fine-tuned understanding of the intricate relationships within green strategies, offering insights to influence strategic decision-making by firms keen to incorporate environmental responsibility into the core fabric of their operations. This discussion lays groundwork for a more complete approach, acknowledging both potential benefits & challenges of applying green results in corporate settings (Ha et al., 2022).

CONCLUSION

To summarize, this research has conducted an in-depth investigation into the intricate dynamics of green strategies. It has also investigated the ways in which green marketing, green leadership, and sustainability influence organizational performance, while also taking into account the moderating effect of greenwashing. As a result, it is possible to draw the conclusion that the most important aspect of green leadership and green marketing is promotion of sustainable practices, which would then have a beneficial effect on the performance of the business. The existence of greenwashing, on the other hand, lends a nuanced perspective to the issue, drawing attention to the significance of genuine concern for the environment. There is potential for companies to obtain actual benefits if they are able to work within these complications while maintaining authenticity & transparency. The findings of research are essential for practitioners who are interested in determining whether or not potential integration of green initiatives and leadership practices could affect organizational outcomes beyond their commitment to go green in the pursuit of a more sustainable and the high-performing future.

Recommendation

According to the findings, firms ought to place a high priority on genuine green leadership and green marketing in order to cultivate sustainability, which will ultimately lead to an improvement in organizational performance. Implementing steps that are open and honest in order to combat the greenwashing is really necessary. A real commitment to sustainability must be instilled across the culture of firm by those in the leadership positions. In this connection, it is essential to maintain the continuous monitoring and adaption of green strategies, taking into consideration ever-changing nature of the business sector. Educating stakeholders on green efforts, including sustainability into strategic planning, and utilizing technological breakthroughs for beneficial green practices are some of the recommendations that have been made. Thus, the adoption of these ideas can help firms become more adept at negotiating the intricacies of green initiatives and attaining success that is long-lasting.

Suggestion

When it comes towards combating greenwashing, firms should place an emphasis on transparent communication in order to strengthen their green strategy. It is imperative to establish inclusive

sustainability training programs for leadership so as to guarantee a genuine commitment to making decisions that are environmentally conscientious. For integrated green marketing campaigns, it is important to encourage collaboration between the marketing department and the sustainability department. Regularly evaluate and change green plans in order to bring them into alignment with the ever-changing environmental criteria. Build up the policies of the organization to encourage environmentally responsible behavior. In this linking, thus, embrace technological breakthroughs in order to run operations in the sustainable manner. The purpose of these recommendations is to improve the genuineness and efficiency of green initiatives, making it possible to cultivate an all-encompassing strategy that contributes to the performance of organizations and their responsibility to the environment.

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