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The Impact of Entrepreneurial Spiritual Capital on Green Innovation

-- The Role of Resource Concordance and Institutional Pressure

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Abstract

Based on theories such as resource concordance, this paper adopts a combination of theoretical exposition and empirical testing to explore how entrepreneurial spiritual capital exerts influence on corporate green innovation through the mediating variable of resource concordance. And on this basis, three institutional pressures, namely normative pressure, regulatory pressure and imitative pressure, are introduced as moderating variables to observe the influence of institutional pressure, an external factor, on the mechanism of spiritual leadership's effect on corporate green innovation. This study adopts the way of questionnaire survey, with manufacturing enterprises as the research sample, this questionnaire was issued 550 copies, 483 copies of questionnaires were recovered, after eliminating the questionnaires with strong regularity and incomplete filling, the final number of valid samples obtained was 416, and the samples collected through the questionnaire survey were examined by using the software of Amos24.0 and SPSS27.0 (with Process4.1 plug-in). The samples collected through the questionnaire survey were analyzed by using Amos24.0, SPSS27.0 (with Process4.1 plug-in) software to conduct common method bias test, reliability and validity test, descriptive statistical analysis, correlation analysis, and regression analysis. Through empirical research, this study presents the following results: (1) entrepreneurial spiritual capital has a significant positive effect on resource concertation and green innovation; (2) resource concertation plays a partially mediating role between entrepreneurial spiritual capital and green innovation; (3) regulatory pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concertation; (4) regulatory pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concertation; (5) regulatory pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concertation. play a positive moderating role between entrepreneurial spiritual capital and resource concertina; (5) imitative pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concertina.

Keywords

Green Innovation; Resource Concordance; Institutional Pressure.

1. Introduction

The report of China's Twentieth National Congress points out that it is necessary to accelerate the green transformation of development patterns, advocate green consumption, and promote the formation of green and low-carbon modes of production and lifestyles. At the same time, it was pointed out that promoting the greening and decarbonization of economic development is a key link in achieving high-quality development. Among them, building a green and low-carbon technology innovation system, giving full play to the key supporting role of green technology

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for green and low-carbon development, and promoting green innovation are the top priorities. Green innovation refers to technological innovations related to green processes or products, including energy conservation, alternative energy production, waste treatment, pollution prevention and other related hardware and software innovations [1], which can not only add value for customers and enterprises, but also significantly reduce the negative impact on the environment. As an important player in the emerging market, the implementation of green innovation by Chinese enterprises is not only the implementation of the strategy of innovation-driven development and sustainable development, but also the responsibility of Chinese enterprises in the context of China's current economic transformation towards green development and high-quality development. With the development of enterprise green innovation practice, more and more scholars have begun to pay attention to the field of enterprise green innovation. A large amount of literature has explored the influencing factors of corporate green innovation. Sun Bing et al. found that environmental regulation plays a positive role in corporate green innovation[2]; Rui and Lu pointed out that stakeholder pressure has a positive impact on the process of corporate green innovation[3]; Qu You et al. from the perspective of the consumer, believe that the green preference of the consumer can influence the collaborative green innovation decision-making in the supply chain[4]; Wang Xin et al. pointed out that the green credit restriction is the most important factor in the green innovation of the industry. industries are more active in green innovation performance[5]. Overall, the current academic research on green innovation mainly focuses on exploring its external driving factors, and lacks research on the endogenous dynamics of corporate green innovation.

Enterprise green innovation is an emerging strategic activity with development prospects, which not only enables enterprises to improve quality, increase efficiency and reduce costs, but also enables enterprises to obtain external legalized recognition[6] . However, enterprise green innovation, as a strategic behavior with certain risks, challenges the comprehensive ability of entrepreneurs themselves. Whether to choose green innovation or not, and how to rationally allocate the limited resources of the enterprise to ensure the R&D investment in green innovation are the difficult problems in front of the entrepreneurs. At present, scholars have discussed the combination of higher-order theory and branding theory, pointing out that the traits of executives will have an impact on green innovation. Huang Weiping and others point out that the technological imprint of executives can significantly enhance the green innovation ability of enterprises; Liu Zuankuo and others find that executives with military experience will have a positive impact on the green innovation of their enterprises[7]. It can be seen that scholars have recognized that certain personal characteristics of managers have an impact on the green innovation activities of enterprises. However, there is a dearth of research on the impact of entrepreneurs' personal traits on green innovation in enterprises. First of all, the manager's own traits selected for the study of personal characteristics on enterprise green innovation are relatively single, and there is a lack of research on the impact of entrepreneurs' comprehensive quality and spiritual power on the green innovation behavior of enterprises; secondly, the black box between entrepreneurs' personal traits and enterprises' green innovation has not yet been opened, and the specific process and mechanism of enterprises' use of their strategic resources to realize the “Going Green” is still not completely open. Second, the black box between entrepreneurs' personal traits and enterprises' green innovation has not been fully opened, and there is less research on the specific process and mechanism of enterprises utilizing their own strategic resources to achieve “going green” [8].

The term entrepreneurial spiritual capital was first proposed by Fry, who, based on Schumpeter's study on entrepreneurial innovation, proposed that entrepreneurial spiritual capital is the entrepreneur's personal attitudes and developmental capabilities, which are manifested in the family's ability to create a vision that makes employees feel that their lives

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and work are meaningful and that they feel loved as a quality of themselves. Baker& Watson argued that entrepreneurs with high spiritual capital are always able to make forward-looking, strategic, and social decisions beyond the current objective conditions and have a continuous spirit of innovation[9]. Watson believe that entrepreneurs with high spiritual capital are always able to go beyond the current objective conditions and make forward-looking, strategic, social decisions, and have a continuous spirit of innovation, while Zohar & Marshall believe that spiritual capital is the stock of spiritual knowledge, skills, and qualities that can be used by an individual, and it is a wealth that can be used to survive[10]. It can be seen that researchers generally believe that entrepreneurial spiritual capital is the capital of entrepreneurs in their core values, outlook on life, worldview and other ultimate beliefs and other ultimate beliefs, which can lead entrepreneurs to the combination and use of various elements in the organization, so as to achieve the effect of one plus one is greater than two, and continuously create value for the enterprise . Entrepreneurial spiritual capital as a kind of integrated resources , is a reflection of the entrepreneur's own comprehensive quality. It has been proved that entrepreneurial spiritual capital has a positive impact on the team innovation performance of enterprises and the innovation behavior of employees. At the same time, some scholars have pointed out that entrepreneurs with spiritual capital are rich in sense of mission, sense of responsibility and ambitious life goals, so they will change the way of calculating costs and benefits, pursue the maximization of the benefits of resource allocation with a more long-term vision, and make decisions on the basis of social responsibility and ethics[11], which is consistent with the characteristics of green innovation, such as high input and high return, and the assumption of social responsibility. Therefore, this paper tries to explain how entrepreneurial spiritual capital affects green innovation, and provides theoretical references for enterprises and organizations to respond to national policies and achieve green transformation and sustainable development.

First, based on higher-order theory, this paper argues that entrepreneurs with spiritual capital can recognize the opportunities that green innovation as a new type of strategy brings to their enterprises, and at the same time respond to the national call for sustainable development and green consumption, shoulder their social responsibility, and guide their enterprises to actively promote the green transformation, so that the enterprises as a whole will devote more resources and attention to green development, and then realize the breakthrough of green innovation in their enterprises. Secondly, social cognitive theory suggests that leadership is the most important factor in the development of a company. Secondly, social cognitive theory suggests that the behavior of leaders affects the self-perception of employees, and entrepreneurs will influence employees' perception of the environment and work through constructing visions and their own demonstration, which creates an innovative atmosphere in the organization and makes the members of the enterprise show more innovative behaviors. Again, entrepreneurs with spiritual capital are rich in sense of responsibility and mission as well as ambitious life goals, and are able to pursue the maximization of resource efficiency with a long-term goal, and at the same time, they will constantly correct the deviation of personal behaviors in the process of transaction and management, and strive to improve the efficiency of resource allocation. Therefore, this paper introduces resource concertation as a mediating variable, and argues that entrepreneurial spiritual capital enables entrepreneurs to rationally utilize the resources of the enterprise and integrate various elements in the organization, so that the enterprise can realize green innovation.

In addition, the 19th Party Congress and the 20th Party Congress have mentioned green innovation and sustainable development; the National Development and Reform Commission and the Ministry of Science and Technology have jointly issued the “Implementation Plan on Further Improving the Market-Oriented Green Technological Innovation System (2023-2025)”, which reflects the urgent need of the country for green innovation and sustainable

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development. Institutional theory suggests that enterprises are deeply embedded in the environment, and their innovation behaviors are also affected by both internal and external influences. In order to obtain the necessary support and resources for organizational production from the external institutional environment, enterprises tend to adopt strategies and behaviors accepted and recognized by the external stakeholders in the field, and gain organizational legitimacy by obeying the institutional pressure. Therefore, this paper incorporates institutional pressure into the research framework as a moderating variable to explore its impact on entrepreneurial spiritual capital and green innovation.

2. Theoretical Analysis and Research Hypothesis

2.1. Entrepreneurial Spiritual Capital and Green Innovation

Entrepreneurial spiritual capital is the capital of entrepreneurs in terms of their core values, worldview, outlook on life and other ultimate beliefs, which is an integrated resource. From the entrepreneurs themselves, this paper argues that entrepreneurs with spiritual capital have innovative entrepreneurial orientation, which is mainly reflected in their ability to be good at thinking and accepting new things, and Fry points out that entrepreneurs' pursuit of the soul, such as a sense of achievement and power, will spur entrepreneurs to actively engage in entrepreneurial behavior. Under the promotion of China's “dual-carbon” strategic goal, the performance of manufacturing enterprises has declined, Weinberg and Locander argued that entrepreneurs with spiritual capital are performance-oriented, and their motivation is more focused on organizational goals and results, therefore, entrepreneurs' pursuit of performance will motivate entrepreneurs to move their organizational strategies closer to green innovation. organizational strategies toward green innovation. Secondly, entrepreneurs with spiritual capital have forward-looking orientation and strategic thinking, and are able to analyze the market reasonably and identify opportunities and challenges in the market in the case of incomplete information, and such forward-looking behaviors and decision-making will make the enterprise always maintain its core competitiveness. Under the leadership of China's green consumption strategy, entrepreneurs with spiritual capital can identify the opportunities brought by the green economy, put more enterprise resources into enterprise green innovation, and seek a way out for enterprises to realize green transformation. Again, entrepreneurs with spiritual capital have a sense of mission, responsibility and ambitious life goals, and are able to pursue the maximization of resource efficiency with a long-term goal based on social responsibility and moral ethics. Green innovation, as a new type of strategy, not only meets the requirements of social responsibility and moral ethics, but also has greater benefits for the sustainable development of the enterprise in the long run. This paper argues that entrepreneurs with spiritual capital care more about the sustainable development and long-term interests of the enterprise, and take the initiative to invest more resources for the green innovation and green transformation of the enterprise. In terms of employees, Gu et al. found through their research that entrepreneurs with spiritual capital can build a common vision and goals within the enterprise, which makes employees take the initiative to improve their creativity in order to realize the common vision and their own value. Accordingly, this paper proposes the following hypotheses:

H1: Entrepreneurs' spiritual capital has a positive effect on green innovation

2.2. Entrepreneurial Spiritual Capital and Resource Concerto

Higher-order theory suggests that executives (entrepreneurs) are strategy makers and decision makers, and are able to have a significant impact on all levels of business management, and are one of the key drivers of business strategy execution. Entrepreneurs can influence the allocation of corporate resources and determine the effectiveness of corporate strategy

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implementation. The process of enterprise strategy implementation needs to be supported by executives, and in the process of implementation according to the current situation of the enterprise timely adjustments and feedback, in order to ensure the effectiveness of the implementation of enterprise strategy. However, the issuance of strategic objectives is disassembled from top to bottom layer by layer, and the feedback of strategy implementation results is summarized from bottom to top layer by layer. According to the resource concordance theory, when resource management spans different levels of the enterprise, it is a resource concordance in the depth dimension[12]. It can be seen that in the process of enterprise green innovation strategy implementation, the coordination and cooperation of resources is needed, and employees at all levels of the enterprise play a pivotal role. In the process of strategy implementation, fully mobilizing employees at all levels requires managers to provide employees with a persuasive vision and repeatedly reinforce it [13]. Fry argues that employees will treat entrepreneurs as models and objects to learn from, and that entrepreneurs with spiritual capital are able to influence employees through their own behaviors to help the organization in a psychologically empowering way. a form of psychological empowerment to help the organization build a shared vision; Carton, Murphy and Clark also state that leaders improve organizational alignment by communicating the vision visually without sight, allowing employees to share a common understanding of the organization's goals[14]. The corporate vision constructed by entrepreneurial spiritual capital makes employees feel that life is meaningful and the organizational vision is shared, which makes employees expect the future and thus more engaged in their work[15]. Based on this, this paper proposes the following hypotheses:

H2: Entrepreneurial spiritual capital has a positive effect on resource concertation

2.3. Resource Concerto and Green Innovation

Sirmon et al. reintroduced the concept of resource concertation by integrating the mechanism of action of resource management and asset concertation, and decomposing the mechanism of action of resource concertation into three actions: structuring, bundling, and utilizing[16]. This paper will argue the impact of resource concertina on green innovation from these three steps. The first action of the resource concerto is the structuring of resources. Managers form an effective portfolio of resources by restructuring existing firm resources. Structuring, in turn, includes three processes: acquisition, accumulation and divestiture. For enterprise green innovation, resource acquisition means that entrepreneurs take the initiative to obtain government support, R&D technology and natural resources related to green innovation from the strategic factor market, which are necessary for the execution of enterprise strategy and lay the foundation for enterprise green innovation. Accumulation means that in addition to searching for resources related to green innovation from outside, enterprises also need to actively develop their internal experience and resources related to green innovation. Finally, divestment refers to the fact that enterprises take the initiative to divest low-value resources that are not related to green innovation strategy in light of their own situation, and focus more energy on high-value resources to improve the utilization rate of resources. The fragmented knowledge acquired from network relationships needs to be integrated and concerted with existing knowledge to create value [17]. In the first action of resource concertation, resource structuring, firms combine their own valuable resources with external resources to form a resource portfolio for green innovation. The second action of resource concertation is resource bundling, which is the integration of a firm's structured set of resources to form a powerful capability for green innovation. Enterprises through the resource concerto, the green innovation resources to coordinate, the key resources applied to the enterprise specific key production links, can effectively enhance the enterprise's innovation capacity. Resource concertation helps to accelerate the speed of enterprise innovation and expand the scope of

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enterprise innovation [18]. The third action of resource concerto is utilization. Structured and bundled resources need to be effectively utilized by the enterprise to form unique competitive advantages and thus create value for the enterprise. Effective resource concertation can help firms to clarify their existing unique resources for green innovation and derive unique competitive advantages. In summary, this paper proposes the following hypotheses:

H3: Resource concertation has a positive effect on green innovation

2.4. The Mediating Role of the Resource Concertina

This paper argues that resource concertation plays an important role in the transmission between entrepreneurial spiritual capital and green innovation. Enterprises with spiritual capital can make their employees follow their own example and learn from themselves, and then build a common vision for the organization based on this, which effectively promotes cross-functional and deep-level resource synergy. At the same time, the concert of resources can enable the enterprise to absorb external resources on the basis of effective integration with internal resources, divest inferior resources, and form its own unique competitive advantage for green innovation. Based on this, this paper puts forward the following hypotheses:

H4: Resource concordance mediates between entrepreneurial spirituality capital green innovation

2.5. The Moderating Effect of Institutional Pressures

New institutional theory uses “institutional isomorphism” to analyze the process of organizational homogeneity, emphasizing that organizations face pressure to conform to shared organizational forms and behaviors, and that in order to obtain the specific resources necessary for organizational production they must conform to these rules and regulations, or else they will result in a loss of legitimacy. New institutionalist scholars Di Maggio and Powell categorize this convergence mechanism into regulatory isomorphism (coerciveisomorphism), normative isomorphism (normative isomorphism) and mimetic isomorphism (mimetic isomorphism). In this paper, we will discuss the moderating role of institutional pressure from the above three aspects.

2.5.1. The Role of Regulatory Legitimacy Pressures

Regulatory legitimacy pressure refers to a variety of formal or informal regulatory pressures exerted by the authority that has the power to determine the legitimacy of an organization, such as government actions such as setting pollution control or pollution prevention targets for all organizations in a particular industry, regular return visits and monitoring, and imposing penalties or rewards based on the environmental performance of the firm . Firms that violate the relevant regulations are subject to severe penalties as well as high costs of non-compliance. Entrepreneurs with spiritual capital are intrinsically responsibility-oriented; entrepreneurial spiritual capital emphasizes a sense of mission and vision, and a sense of social mission, which is an immaterial, hyper-rational manifestation. When feeling the pressure of regulatory legitimacy, entrepreneurs with spiritual capital make more ethical decisions and focus on social responsibility while pursuing economic benefits [19]. This paper argues that entrepreneurs with spiritual capital have a strong sense of social responsibility, and while feeling the pressure of normative legitimacy exerted by the government, they will actively respond to the government's call for deeper exploration of internal resources, while continuously absorbing external resources in the industry, so as to enable their enterprises to form more resource combinations and competitive advantages for green innovation. Based on this, this paper puts forward the following hypotheses:

H5a: Regulatory pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concordance

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2.5.2. The Role of Normative Legitimacy Pressures

Normative isomorphism is a normative legitimacy pressure on firms based on the environmental orientation of customers, suppliers, and organizations within the industry[20], which can motivate organizations and firms to implement green practices for social legitimacy [21]. As Chinese consumers' living standards and environmental awareness continue to improve, consumption preferences are gradually shifting towards green products[22], entrepreneurs with spiritual capital are forward-looking and able to correctly identify risks and opportunities and make benefit-maximizing decisions in the face of incomplete information[23]. This paper argues that entrepreneurs with spiritual capital can actively observe and identify the opportunities and challenges of green innovation under the pressure of norms, invest more resources in the transformation and R&D of green innovation, view green innovation from a forward-looking perspective, and continuously draw on the resources related to green innovation in the industry and combine them with the characteristics of the enterprise itself to form its own unique advantages. Therefore, this paper puts forward the following hypotheses:

H5b: Normative pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concordance

2.5.3. The Role of Legitimacy Contests

Imitation isomorphism refers to the legitimacy and resource race that competitors create with the focal firm due to the great importance they attach to environmental issues and thus to the focal firm, which derives from the firm's perception of the behaviors of the organizations or competitors within the social network in which it operates. When there is uncertainty in the environment, organizations attribute competitors' achievements to their strategic choices and emulate them. This paper argues that entrepreneurs with psychic capital are inward and development oriented, and are able to increase their commitment to, and temporarily forgo, immediate benefits under the influence of imitation pressure, increase their investment in green innovation, promote green transformation of the enterprise, and coordinate more resources into the company's long-term green transformation strategy. Based on this, this paper puts forward the following hypotheses:

H5c: Imitation pressure plays a positive moderating role between entrepreneurial spiritual capital and resource concordance

3. Research Design

3.1. Study Sample and Data Collection

This paper adopts a questionnaire survey to collect data, with manufacturing enterprises as the research object. Compared with other industries, the environmental pollution problem of manufacturing enterprises is more prominent, and the manufacturing industry is more harmful to the environment than other industries, so it is more likely to be supervised by the government and other stakeholders, and it is more active in green innovation. Since resource allocation and green innovation are related to corporate strategy, this paper chooses entrepreneurs and middle and senior managers as the target of the questionnaire. Through the help of alumni association and MBA (Master of Business Administration) Center of Nanjing Normal University, EMBA (Executive Master of Business Administration) Center and MBA Center of Renmin University of China, etc., we contacted with the HR departments of enterprises and commissioned them to The data were collected through on-site or online filling. The research is divided into two stages: pre-survey and formal research. In the pre-survey stage, questionnaire survey is conducted on some randomly selected enterprises to obtain feedback from the enterprises, and a formal questionnaire is formed on the basis of this; in the formal

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research stage, data is collected in the form of combining online network distribution and on-site filling in the questionnaire, and the survey covers the areas of the Yangtze River Delta and the Pearl River Delta and other regions, which involves the industries of textile, paper, chemical, and equipment manufacturing, etc. A total of 550 questionnaires have been distributed. Industry, the questionnaire was issued 550, 483 questionnaires were recovered, excluding the regularity of the questionnaires filled out incomplete questionnaire, the final number of valid samples obtained was 416, the effective recovery rate of 75.64%.

3.2. Variable Measurement

In order to ensure the reliability and validity of the study, it is assumed that the variables involved in this paper are all mature scales that have been widely used both internally and externally, and these scales are all based on a 5-point Richter scale, with 1 to 5 representing the range from “completely disagree” to “completely agree”. Entrepreneurial Spiritual Capital (ESG) is based on the Spiritual Leadership Scale developed by Fry et al. with 17 items, such as “My leader often does what he says he will do”. Resource Concordance (RO) adopts the well-established scale used by Zhu Peiyu et al. and consists of three items, such as “Our company is able to absorb a variety of resources”. Green Innovation (GI) adopts the well-established scale used by Feng, Xiaobin, and Liu, Hao (2021), which includes six items, such as “The company's production process reduces the consumption of water, electricity, no or oil”. Institutional pressure, including regulatory pressure, normative pressure, and imitative pressure, is based on the maturity scale of Xu et al.

In addition, this paper controls for the nature of the firm, the size of the firm, and the industry to which it belongs, based on previous research by scholars.

3.3. Empirical Analysis

3.3.1. Common Method Bias Test

This paper uses questionnaire-based cell phone data, which may present the problem of common method bias because the data come from the same raters. In this regard, the paper was tested using Harman's one-way factor analysis to conduct exploratory factor analysis on all measurement question items. A total of six factors with eigenroots greater than 1 were extracted for the rotated exploratory factor analysis results, and the maximum factor variance explained was 37.52% (less than 40%), so there is no serious common method bias in this study.

3.3.2. Descriptive Statistical Analysis

This paper utilizes SPSS software to analyze the descriptive statistics of the variables, and the results show that the correlation coefficients between entrepreneurial spiritual capital, resource concordance, green innovation, regulatory pressure, normative pressure, and imitative pressure are significant enough to be tested subsequently.

3.3.3. Reliability and Validity Tests

This paper utilizes SPSS and Amos software to test the reliability and validity of the adopted research scales, and the results show that the Cronbach's α coefficient and the combined reliability CR of each variable are greater than 0.7, indicating that the research scales have high reliability. In addition, the factor loadings of entrepreneurial spiritual capital, resource concordance, green innovation, regulatory pressure, normative pressure and imitation pressure are all greater than 0.7, and the average variance extraction measures AVE of each variable are all greater than 0.5, indicating that the research scale has high convergent validity. Meanwhile, the square root of the average variance extraction amount AVE of the variables is greater than the correlation coefficient between the variables, which indicates that the scale has high discriminant validity.

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3.4. Hypothesis Testing

3.4.1. Main Effects and Mediation Effects Tests

In this paper, SPSS is used as a tool to test the mediating role of resource concertina between entrepreneurial spiritual capital and green innovation by Bootstrap method using SPSS Process software after introducing employee's gender, length of service, the industry to which the enterprise belongs to, and the size of the enterprise as the control variables, and the test results are shown in Table 1. Table 1 shows that in the relationship between entrepreneurial spiritual capital, resource concertina and green innovation, resource concertina Boot95%CI[0.077,0.173],does not contain 0, indicating that resource concertina plays a mediating role between entrepreneurial spiritual capital and green innovation. When controlling for the mediating variable resource concertina, Boot95%CI[0.237,0.433],does not contain 0, indicating that entrepreneurial spiritual capital has a significant effect on green innovation. Therefore, resource concordance plays a partial mediating role between entrepreneurial spirituality capital and green innovation. In summary, hypotheses H1 to H4 are verified.

Table 1. Bootstrap test results of mediating effect

Type of effect	Pathway	Value	SE	Boot95%CI	Percentage of relative effects
Direct effect	ESG→GI	0.335	0.050	[0.237,0.433]	0.733
Profile effect	ESG→RO→GI	0.123	0.024	[0.077,0.173]	0.269
Total effect		0.457	0.047	[0.365,0.549]	

3.4.2. Moderated Mediation Effects Test

In this paper, Bootstrap analysis was conducted with the help of SPSS Process software to test the mediating effects of normative pressure, regulatory pressure and imitation pressure at high versus low levels by adding one standard deviation to the mean of each of the three moderating variables, regulatory pressure and imitation pressure, respectively, set at a high level and subtracting one standard deviation set at a low level. At low levels of regulatory pressure, the effect value of entrepreneurial spiritual capital on resource concertation is 0.023, Boot95% CI [-0.104,0.066], including 0. However, at high levels of regulatory pressure, entrepreneurial spiritual capital is more influential on resource concertation, with an effect value of 0.137, Boot95% CI [0.090,0.195], not including 0 , and a moderated mediation effect value INDEX of 0.061, 95% confidence interval, which does not contain 0, indicating that the moderated mediation effect holds and hypothesis H5a is tested.

At low levels of normative stress, the value of the effect of entrepreneurial spiritual capital on resource concordance is 0.090, 95% confidence interval, which contains 0. However, at high levels of normative stress, the effect of entrepreneurial spiritual capital on resource concordance is stronger, with 95% confidence interval, which does not contain 0, and the value of the moderated mediation effect, INDEX, is 0.067, 95% confidence interval, which does not contain 0 , indicating that the mediated effect with moderation holds and hypothesis H5b is tested.

At low levels of normative stress, the value of the effect of entrepreneurial spiritual capital on resource concordance is 0.032, 95% confidence interval, which contains 0. However, at high levels of normative stress, the effect of entrepreneurial spiritual capital on resource concordance is stronger, with 95% confidence interval, which does not contain 0, and the value of the moderated mediation effect, INDEX, is 0.044, 95% confidence interval, which does not contain. 0 , indicating that the mediated effect with moderation holds and hypothesis H5c is tested.

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4. Conclusion

4.1. Findings of the Study

With the goal of helping to promote green innovation, this paper explores the mechanism of entrepreneurial spiritual capital on green innovation from the viewpoint of intra-enterprise and the theory of resource concordance, reveals the mediating and regulating roles of resource concordance, institutional pressure (regulatory pressure, normative pressure and imitation pressure) in the relationship between entrepreneurial spiritual capital and green innovation, as well as the paths and boundaries of the driving role of entrepreneurial spiritual capital on green innovation, and obtains the following main conclusions and get the following main conclusions:

(1) Entrepreneurs' spiritual capital has a significant positive impact on resource concertation and green innovation. Entrepreneurs with spiritual capital can take the initiative to choose green innovation strategies, invest more resources in green innovation research and development, form a vision within the enterprise, help employees form a "spiritual anchor", and utilize spiritual capital to influence others and promote the implementation of green innovation strategies in the enterprise.

(2) Resource concerto plays a partly intermediary role between entrepreneurs' spiritual capital and green innovation. Entrepreneurs with spiritual capital have a long-term vision, and are more capable of integrating and arranging the enterprise's resources in a more scientific and reasonable way and promoting the effective utilization of the enterprise's resources, and the resource concerto enables the enterprise to strip away ineffective resources and form a unique resource advantage based on the enterprise's own characteristics for green innovation, which will help the enterprise realize green transformation more quickly. help enterprises realize green transformation faster.

(3) Institutional pressure, i.e., regulatory pressure, normative pressure and imitative pressure, plays a positive moderating role between entrepreneurs' spiritual capital and resource concertation. Under high institutional pressure, entrepreneurs with spiritual capital are more capable of sensing market and policy changes in advance, and then screen and organically combine the resources in the organization in advance, so as to form a resource bundle that is conducive to the enterprise's green innovation in a cooler way.

4.2. Theoretical Contribution

First, this study enriches the research on antecedent variables of green innovation. Previous studies have mostly explored the impact of external factors such as environmental regulation and green credit on green innovation, and there are fewer studies on how entrepreneurs themselves utilize their spiritual power to influence corporate green innovation. Therefore, this paper bridges this research gap by examining the impact of spiritual leadership on green innovation from the entrepreneur's spiritual perspective.

Second, this study introduces the variable of resource concordance as a mediating variable into the model, trying to open the "black box" of the role of spiritual leadership on green innovation. The existing studies on the relationship between entrepreneurs and green innovation often adopt the imprint theory to analyze the impact of their personal characteristics on the green innovation capability of enterprises, while there are less literature explaining the impact of entrepreneurs on green innovation from the perspective of executives' allocation of corporate resources, so the study selects resource concordance as a mediator variable, which fills the gap of theoretical studies in this area and enriches the research on resource concordance. related studies.

Finally, this study is based on China's national conditions. In recent years, the state has advocated green consumption and promoted green innovation, and introduced many related

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laws and regulations to provide green credit for enterprises in transition; in addition, Chinese consumers' environmental awareness has been awakening, and they tend to consume more environmentally friendly products, and enterprises have been subject to pressures from multiple sources. Based on this, the study introduces institutional pressure as a moderating variable, which enriches the scenario study of green innovation and provides reference for enterprises and organizations in the stage of green transition.

4.3. Management Recommendations

Enterprises should pay attention to the role of individual entrepreneurs and their spiritual capital in the process of green innovation, and promote the green innovation of enterprises by cultivating and utilizing entrepreneurial spiritual capital. In the era of UVCA, enterprises have to face the challenges brought by various changes at any time, and entrepreneurs, as the brain of the enterprise and the helmsman of the enterprise's general direction, have their own quality and role more and more prominent. On the one hand, entrepreneurs who are rich in sporadic capital are able to perceive the opportunities and bright development prospects brought by green innovation, and take the initiative to choose green innovation as one of the major strategies for the operation of the enterprise; on the other hand, the process of green innovation also poses a major challenge to the quality of the entrepreneurs, and the enterprises need to make decisions continuously, abandon the worthless resources, and constantly patch up their own resources, so that they can form a competitive advantage unique to green innovation. On the other hand, the process of green innovation also poses a major challenge to the entrepreneurs themselves. The implementation of enterprise strategy and the allocation of resources require entrepreneurs to have a keen sense of smell and unique vision.

Carrying out resource concerto, taking the initiative to divest ineffective resources and reorganize effective resources to form its own unique competitive advantage is an effective means for enterprises to promote their green innovation. The study finds that resource concertation plays a partly mediating role in the house of entrepreneurial spiritual capital and green innovation. On the one hand, entrepreneurs with spiritual capital can help enterprises effectively complete resource integration, identify ineffective resources, and help enterprises form their own competitive advantages for green innovation; on the other hand, enterprise resource concertation can ensure that enterprises will focus more quality resources on their green innovation strategy, and help them make key breakthroughs.

A high level of regulatory pressure, normative pressure and imitative pressure can promote the deployment of internal resources by entrepreneurs with spiritual capital. When the above three kinds of institutional pressure level is high, the spiritual entrepreneurs will realize the importance of green innovation to the enterprise earlier, and then carry out the organic integration of resources within the enterprise, divesting the weak resources, absorbing and integrating the high-quality resources, and helping the enterprise to form a unique competitive advantage in the field of green innovation.

4.4. Limitations and Prospects

This paper has the following shortcomings:On the one hand, this study uses cross-sectional data, the number of research samples is limited, and there may be some bias, in the future, we can collect more enterprise sample data to carry out further analysis. On the other hand, this study explores regulatory pressure, normative pressure and imitative pressure separately, and finds that all three play a moderating role between entrepreneurial spiritual capital and resource concordance at high levels, while they are not significant at low levels, and future research can try to merge the three into the same variable for research. Once again, this paper only considers a single contextual factor of institutional pressure and does not explore other contextual factors in depth, and more contextual factors can be considered for in-depth study in the future.

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