


Chapter 8


Green Inclusive Leadership and Green Creativity: A Moderated Mediation Model Through Employee Voice Behaviour and Organisational Justice

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ABSTRACT

As global industries face increasing pressure to adopt environmentally sustainable

DOI: 10.4018/979-8-3373-2402-9.ch008

practices, the role of leadership in catalyzing green transformation has gained critical attention. This study examines the impact of green inclusion leadership on sustainability through employee voice behaviour, green creativity, and organisational justice. Green inclusion leadership fosters inclusivity, encouraging employees to propose eco-friendly innovations. Employee voice behaviour acts as a bridge between leadership and sustainability solutions, enhancing green creativity, which is crucial for resource conservation and waste reduction. Organisational justice moderates this relationship by building trust and motivation, amplifying leadership's positive impact. A time-lagged study in the automobile industry, using SEM analysis, confirms these interconnections. Findings highlight the need for leaders to promote inclusivity and fairness to drive sustainability. Organisations should integrate transparency to enhance employee participation in green initiatives.

INTRODUCTION

In the era of environmental turbulence and sustainability-driven transformation, organisations across the globe are under increasing pressure to align business strategies with ecological and social imperatives. This shift has called for a reconceptualization of leadership paradigms that not only prioritize innovation but also integrate green values into organisational practices. The construct of Innovative Leadership, which synergizes forward-thinking strategies with adaptive capabilities, is gaining momentum as a catalytic force for promoting green inclusion — a concept that emphasizes environmental sensitivity, employee participation, and sustainable practices across organisational levels (Afsar & Umrani, 2020; Chen & Chang, 2013). Simultaneously, green creativity—the generation of novel and useful ideas concerning green products, services, or practices—has emerged as a vital dimension of organisational innovation, particularly within eco-conscious enterprises (Amabile, 1996; Chen & Chang, 2013). To translate this creativity into tangible organisational outcomes, leadership must not only foster an innovative climate but also ensure perceptions of organisational justice, which encompasses distributive, procedural, and interactional fairness (Colquitt, 2001). Employees' sense of justice significantly affects their willingness to engage in voice behaviour, defined as the discretionary communication of suggestions, concerns, or ideas aimed at improving organisational functioning (Van Dyne & LePine, 1998). The nexus between these constructs has rarely been explored through an integrative framework. Various previous studies have considered these variables in isolation or within restricted dyadic contexts (e.g., Green Inclusive Leadership (GIL)–Green Creativity (GC) or Green Inclusive Leadership (GIL)–Employee Voice behaviour (EVB)), neglecting the larger systemic relationships and the conditional factors driving these relationships

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