

Effect of Green Inclusive Leadership on Green Creativity: A Study of Tourism and Hospitality Firms [abstract only]

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ABSTRACT

Effect of Green Inclusive Leadership on Green Creativity: A Study of Tourism and Hospitality Firms

Applicability to the conference theme – “Entrepreneurship research, policy and practice for a more equitable world”

The increasing attention to addressing environmental challenges through businesses has made managing sustainability an all-inclusive affair for most organisations (Doh *et al.*, 2019). Leaders need to play more critical roles in ensuring that organisational processes are geared towards achieving the best results possible. Studies have established the link between green inclusive leadership and green creativity (Quan *et al.*, 2022; Aboramadan *et al.*, 2022). Green inclusive leadership is conceptualised in this study, as the practices that portrayed leaders by their sincerity, approachability, and availability for the team towards achieving environmental objectives of the organisation in line with global best practices (Bhutto *et al.*, 2021). Thus, leaders with green inclusiveness will influence their teams to become more sustainability-driven in their approaches. Existing research has explored the relationship between inclusive leadership and team creativity (Jia *et al.*, 2022), inclusive leadership, and sustainability (Shah *et al.*, 2022). There remains an important gap in unraveling the nuanced interplay and the boundary conditions between green inclusive leadership, green creativity and the mediating role of promotion focus orientation. Moreover, there is a paucity of research attention on green inclusive leadership and green creativity as previous studies mainly focused on the general relationship between leadership and team creativity (Asghar *et al.*, 2023; Jia *et al.*, 2022; Shah *et al.*, 2021). Understanding the explanatory and boundary conditions such as employees' gender could be relevant moderators (see Lang *et al.*, 2022), of the unique characteristics and practices (such as promotion orientation) associated with green inclusive leadership which may have distinct implications for fostering environmentally conscious green creativity which will help in providing more insights for academic and industry practitioners. Furthermore, there has been insufficient research attention on regulatory focus (promotion focus orientation) in the green context. While the regulatory focus theory has received adequate attention in many organisational studies (Vriend *et al.*, 2023; Higgins & Pinelli, 2020; Cui & Ye, 2017), its application within the green inclusive green leadership and green creativity framework remains under explored. Therefore, this study set out to fill the gap in understanding how promotion focus orientation mediates the relationship between green inclusive leadership and green creativity. This study focuses on promotion focus orientation as a mediator because promotion-focused individuals initiate new ideas, and are motivated by the pursuit of attainment, aspirations, and achieve positive outcomes (Higgins, 1997, 1998). Furthermore, previous studies have demonstrated that promotion focus is a key mechanism by which leadership styles (e.g., empowering leadership, transformational leadership, and ethical leadership) influences employee and team outcomes (Delegach *et al.*, 2017; Henker *et al.*, 2015; Lang *et al.*, 2022; Neubert *et al.*, 2013).

Aim

To address the suitability of this research to the conference theme, this paper aims to examine how green inclusive leadership influences green creativity, in the Nigerian context, Africa's largest economy. There is an increasing need to understand the role of leaders in facilitating

strong green management practices within the tourism and hospitality industry (Aboramadan *et al.*, 2022; Wang and Wu, 2024). Furthermore, Aboramadan *et al.* (2022) contend that there is a need for more research on green inclusive leadership and green behavioural outcomes in developing or emerging economies to enhance tourism and hospitality literature. Green creativity is a valuable concept as it enhances firm brand image, contributes to green innovation, and facilitates sustainable development (Asghar *et al.*, 2023; Bhutto *et al.*, 2021). Green creativity is the generation of novel and useful ways to increase innovation in organisational services, and to deliver in a sustainable manner (Bhutto *et al.*, 2021). Given that the focus of the research is on hospitality and tourism industry, which is service based, this study aims to explore the mechanisms and boundary conditions of green inclusive leadership effect on green creativity.

Methodology

The study will adopt a supervisor-subordinate dyad during the data collection stage. This is also relevant to minimise common method bias as seen in previous studies (Mittal and Dhar, 2016; Singh *et al.*, 2021). Also, the paper will adopt a quantitative approach (hypothesis testing) and data will be collected from dyadic respondents working in the hospitality and tourism industry in Nigeria using an online survey questionnaire. The participants will be drawn from the junior, middle, and upper management levels. The tourism and hospitality sector was chosen because of the commitment to environmental sustainability regulations, and the pressure to meet customer satisfaction (Abualigah *et al.*, 2023; Bhutto *et al.*, 2021). Also, the contribution of the hospitality and tourism sector represented 3.6% of Nigeria's GDP (Statista, 2024). Prior to the collection of data, a pilot study would be conducted to gauge the satisfactory level of the survey instrument (Achi *et al.*, 2022; Mehmood *et al.*, 2022; Orekoya, 2024; Shafait and Huang, 2024). Moreover, voluntary participation and confidentiality would be maintained.

Contribution

This study aims to make the following contributions to the understanding of green inclusive leadership and employee's green creativity in developing economies. We intend to see the emphasis placed on green creativity and successful management practices in developing economies such as Nigeria. Managers should be aware of the processes that should be handled to make sure that green inclusive leadership practices facilitate green creativity, taking into consideration the challenges faced by hospitality and tourism firms in Nigeria – Africa's largest economy. Also, Nigeria is a leading market for foreign direct investment (Olabode *et al.*, 2018), therefore, this study intends to provide a blueprint on green and sustainable solutions for potential investment into the Nigerian economy.

The study findings has implications for governmental authorities on growing environmental issues in the tourism and hospitality sector. This study intends to provide suggestions for public regulatory institutions responsible for green practices in Nigeria. Additionally, the study findings would be relevant to enrich the curriculum on executive education in leadership, tourism and hospitality in Nigeria universities, business schools, and professional organisations.