

Green Inclusive Leadership, Promotion Focus, Employee Gender, and Green Creativity

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Abstract

Purpose – Drawing on the regulatory focus theory and social role theory, this study investigates the relationship between green inclusive leadership and employee green creativity through the mediating mechanism of employee promotion focus. Additionally, it examines the moderating role of employee gender in the green inclusive leadership–employee promotion focus link.

Design/methodology/approach – Survey data collected from 282 matched supervisor-employee dyads in tourism and hospitality firms in Nigeria were analyzed using partial least squares structural equation modelling.

Findings – Results indicate that green inclusive leadership positively influences employee promotion focus. Employee gender moderates this relationship, such that the effect is stronger for female employees than male employees. Furthermore, employee promotion focus mediated the positive relationship between green inclusive leadership and employee green creativity.

Originality – This study contributes to the literature on the relationship between green inclusive leadership and green creativity. Specifically, this study highlights the important but underexplored role of employee promotion focus in this relationship. Employee gender amplifies the positive relationship between green inclusive leadership and employee promotion focus. Organizations can adopt green inclusive leadership strategies, thereby facilitating the adoption of green initiatives that have a positive environmental impact.

Keywords: Green inclusive leadership, green creativity, employee gender, promotion focus, tourism and hospitality industry

1. Introduction

Business organizations in the tourism and hospitality industry operate in a dynamic and demanding environment (Vargas-Sevalle *et al.*, 2020). This necessitates high employee creativity and strong commitment to service quality in response to growing customer demands (Mittal and Dhar, 2016; Hoang *et al.*, 2021a), as well as the need for improved sustainability performance (Hu *et al.*, 2024; Rafiq and Xiuqing, 2025). Furthermore, the tourism and hospitality industry is regarded as a highly valued commercial sector that stimulates economic growth and recovery and revives environmental heritage sites (Mittal and Dhar, 2016; Bhutto *et al.*, 2021). Although the tourism and hospitality industry promotes a positive national heritage for various countries, it also raises significant environmental concerns and pressurizes tourism and hospitality organizations to adopt green practices for environmental protection (Bhutto *et al.*, 2021).

The hotel industry generates enormous amounts of “*greenhouse gas emissions due to its water and electricity consumption*” (Zhao *et al.*, 2024, p.1). It must reduce greenhouse gas emissions per room/year by 90% by 2050 to comply with the Paris Climate Agreement (Wang *et al.*, 2021). Furthermore, the tourism and hospitality industry in Nigeria, an emerging economy, faces critical challenges such as environmental degradation, overcrowding, solid waste management, on-site recycling, water and energy usage, and the significant release of carbon dioxide gas (Oluseyi *et al.*, 2016; Filimonau and Tochukwu, 2020; Nigerian Economic Summit Group, 2021; Metilelu *et al.*, 2022).

The increasing global focus on environmental challenges has made sustainability management an all-inclusive affair for most organizations (Doh *et al.*, 2019). Hence, leaders must play a critical role in aligning organizational processes to achieve optimal outcomes. The thriving nature of tourism and hospitality firms depends on the managers’ leadership ability to motivate their employees to make good decisions (Vargas-Sevalle *et al.*, 2020; Hoang *et al.*, 2021b) and embrace environmental practices such as green creativity (Mittal and Dhar, 2016; Cai *et al.*, 2024). Green creativity is a valuable concept because it enhances a firm’s brand image, generates novel and useful ways to increase innovation in organizational services, and facilitates sustainable development (Bhutto *et al.*, 2021; Asghar *et al.*, 2023). Hence, it is crucial to understand how the tourism and hospitality industry can address global environmental challenges through leadership and employee characteristics. The multifaceted nature of the industry and the impact of climate

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3 change have complex and interrelated economic and sociocultural consequences (Xu & Gursoy,
4 2024). This necessitates the evaluation of a promising and positive leadership style – green
5 inclusive leadership – to foster green creativity among managers and employees in this industry.
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9 Existing research has explored relationships between inclusive leadership and team creativity (Jia
10 *et al.*, 2022), servant leadership, employee green value, green organizational citizenship behavior
11 (Mandal and Pal, 2025), and sustainability (Shah *et al.*, 2022). However, research on green
12 inclusive leadership (GIL), a leadership style that portrays leaders by their sincerity,
13 approachability, and availability to achieve the environmental objectives in line with global best
14 practices (Bhutto *et al.*, 2021) and employee green creativity remains limited, as previous studies
15 have mainly focused on the relationship between leadership and team creativity (Shah *et al.*, 2021;
16 Jia *et al.*, 2022; Asghar *et al.*, 2025). Scholars (Aboramadan *et al.*, 2022; Zhao *et al.*, 2024) have
17 demonstrated the distinction between GIL and other green leadership styles (e.g., green
18 transformational leadership). GIL exudes inclusive characteristics and focuses on the relationship
19 between leaders and employees, emphasizing supporting employees, encouraging participation,
20 and promoting the organization's environmental goals. Studies have yet to examine the
21 motivational mechanisms and importance of gender in the GIL–green creativity relationship. GIL
22 research focuses on Asian and Western contexts, with limited attention to African hospitality.
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34 While previous studies on green leadership styles have explored green creativity (Aboramadan *et*
35 *al.*, 2022; Quan *et al.*, 2022; Liu, 2025), an important gap remains in understanding the relationship
36 between GIL and employee green creativity. Additionally, research on the role of various
37 employee characteristics in explaining this relationship is limited. Furthermore, focusing on the
38 service-based tourism and hospitality industry, this study explores the intermediate mechanisms
39 and boundary conditions linking GIL to green creativity. Accordingly, it addresses this major
40 research question: *What are the mechanisms and boundary conditions of the GIL-employee green*
41 *creativity relationship?*
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49 To answer this question, we draw on two theoretical underpinnings: regulatory focus and social
50 role theories. Based on the regulatory focus theory, we argue that GIL promotes green creativity
51 by facilitating a promotion-focus orientation, which refers to the need for individuals to initiate
52 new ideas and pursue attainment, aspirations, and positive outcomes (Higgins, 1997, 1998). We
53 examined the mediating role of promotion focus, as the extant literature has demonstrated that
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3 promotion focus is a key mechanism by which alternative leadership styles (e.g., empowering,
4 transformational, and ethical leadership styles) influence employee and team outcomes (Neubert
5 *et al.*, 2013; Henker *et al.*, 2015; Delegach *et al.*, 2017; Lang *et al.*, 2022; Han *et al.*, 2025). While
6 regulatory focus theory has received adequate attention in many organizational studies (Higgins
7 and Pinelli, 2020; Vriend *et al.*, 2023), its application to the relationship between GIL and green
8 creativity remains underexplored.
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14 Drawing on the social role theory (Eagly, 1987), this study investigates the role of employee
15 gender as a moderator in GIL, employee promotion focus, and employee green creativity. Social
16 role theory posits that individuals view society based on the different expectations of males and
17 females, which leads them to exhibit different types of interactive behaviors (Koenig and Eagly,
18 2014; Lang *et al.*, 2022). Employee gender can play a significant role in employee reactions to
19 leadership behaviors (Daraba *et al.*, 2021; Lang *et al.*, 2022). We contend that the influence of GIL
20 on employee promotion focus depends on social expectations and behaviors linked to gender roles.
21 Green inclusive leadership provide adequate support to employees, communicate green policies,
22 encourage the sharing of diverse green ideas, develop mutual relationships with employees, and
23 align with the social expectations of female employees regarding environment conservation. We
24 argue that female employees are more likely to appreciate and respond favorably to GIL behaviors
25 because of their communal attributes than male employees (Lang *et al.*, 2022).
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36 This study makes several contributions to literature, theory, and practice. *First*, understanding
37 leaders' roles in facilitating robust green management practices within the tourism and hospitality
38 industry has become increasingly important (Aboramadan *et al.*, 2022). This study provides novel
39 theoretical insights into the relationship between GIL and employee green creativity. While
40 previous studies have examined the relationship between GIL and employee green behavior (e.g.,
41 Bhutto *et al.*, 2021; Mandal and Pal, 2024; Sürücü, 2024), the present study applies the regulatory
42 focus theory to highlight the crucial role of employee promotion focus as an intermediate
43 mechanism through which GIL influences employee green creativity. Previous studies on GIL and
44 green behaviors (e.g., Bhutto *et al.*, 2021; Aboramadan *et al.*, 2022; Amjad *et al.*, 2024) have
45 revealed mediators like green creative self-efficacy and perceived green organizational support in
46 the relationship between GIL and green outcomes. Employee promotion has been largely
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3 overlooked in prior research; this study examines its mediating role between green inclusive
4 leadership and green creativity.
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7 *Second*, we make a theoretical contribution by extending the social role theory to the leadership
8 and green creativity literature by highlighting the moderating role of employee gender in the
9 relationship among GIL, employee promotion focus, and employee green creativity. This aligns
10 with the existing literature, which argues that gender influences environmental performance and
11 employee pro-environmental behaviors (Ahmad *et al.*, 2021), task-related and voluntary green
12 behaviors (Chaudhary, 2020), and employee engagement with the natural environment (Ahmad *et*
13 *al.*, 2021).
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20 *Third*, our study responds to calls for more research on GIL and green behavioral outcomes in
21 emerging economies (Aboramadan *et al.*, 2022) by examining the relationship between GIL and
22 employee green creativity in the context of a developing economy. *Fourth*, it provides insights
23 into how practitioners in the tourism and hospitality industry can successfully implement GIL to
24 enhance organizational green performance outcomes. Managers can achieve this by ensuring a
25 high level of openness to employees' green ideas, providing training opportunities for employees,
26 and providing reward systems that encourage them to engage in green behaviors.
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35 **2. Literature review and theoretical foundations**

36 *2.1 Green inclusive leadership and employee green creativity*

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38 Leadership plays a significant role in the adoption of green managerial practices in the tourism and
39 hospitality industry. Inclusive leadership emphasizes ethical values, transparency, and
40 accountability and promotes an organizational culture of diversity and equality, as reflected in
41 recruitment processes and practices (Hu *et al.*, 2024). Inclusive leadership supports employees and
42 encourages them to share new ideas (Choi *et al.*, 2015), respects their creativity (Hu *et al.*, 2024),
43 and focuses on fulfilling their needs (Hollander, 2009). Additionally, inclusive leadership is
44 characterized by openness, availability, and accessibility, as inclusive leaders have high-quality
45 relationships with their employees (Nishii and Mayer, 2009). This results in lower levels of conflict
46 (Boies and Howell, 2006) and higher levels of cooperation, satisfaction, and agreement (Cogliser
47 and Schriesheim, 2000).
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3 GIL has been defined as “*the behavior of leaders who are open, accessible, and available to*
4 *interact with employees to achieve environmental and cleaner processes/services goals*” (Bhutto
5 *et al.*, 2021, p. 1720). Furthermore, it is “*characterized by openness to new green ideas, readiness*
6 *to discuss the pro-environmental goals, and availability to consult on the environmental*
7 *challenges faced by the organization*” (Bhutto *et al.*, 2021, p. 1720). GIL is reflected in leaders’
8 ability to effectively communicate green policies, which can encourage idea generation and
9 creativity aligned with organizational green policies and propagating green behaviors (Bhutto *et*
10 *al.*, 2021). Bhutto *et al.* (2021) argued that GIL is positively associated with green creativity, as
11 interactions between leaders and employees open pathways for the exchange of ideas. This is
12 particularly crucial in the service-oriented tourism and hospitality industry, as frontline employees’
13 close relationships with customers allow them to garner insights into customer needs and provide
14 valuable solutions and information to senior leaders.

24 Green creativity can be enhanced and developed when an organization has green inclusive leaders.
25 Green creativity has been defined as “*the development of new ideas about green products, green*
26 *services, green processes, or green practices that are judged to be original, novel, and useful*”
27 (Chen and Chang, 2013, p. 109). Employee green creativity can be described as employees’ ability
28 to make valuable suggestions on achieving environmental sustainability goals within an
29 organization (Mittal and Dhar, 2016). The extant literature has examined some drivers of green
30 creativity, namely GIL (Bhutto *et al.*, 2021); green psychological climate (Bhutto *et al.*, 2021);
31 green dynamic capabilities (Chen and Chang, 2013); green transformational leadership (Chen and
32 Chang, 2013; Mittal and Dhar, 2016); and green organizational identity (Mittal and Dhar, 2016).
33 Table 1 provides a summary of the relevant studies.

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42 In the green context, Bhutto *et al.* ’s (2021) study of European hotel employees revealed a positive
43 association between GIL and the green psychological climate, whereby leaders influence
44 employees’ perceptions of their organizations’ environmental policies. Additionally, Amjad *et*
45 *al.* ’s (2024) study of GIL and sustainable performance in Pakistani manufacturing companies
46 showed that green self-efficacy, which indicates an individual’s view of their capability to generate
47 novel environmental ideas and solutions, thrives in a psychologically safe climate and is shaped
48 by GIL. Compared with self-efficacy and psychological climate factors, regulatory focus reflects
49 motivational orientation toward goal pursuit. Despite these findings and growing interest in GIL
50 outcomes, few studies have examined individuals’ motivational orientations in goal pursuit and
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3 the leadership role in fostering employee green creativity. The existing literature has revealed that
4 employee promotion focus, a type of self-regulatory orientation associated with gains, growth, and
5 aspirations (Henker *et al.*, 2015), shapes leadership's influence on employee outcomes (Lang *et*
6 *al.*, 2022).
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11 Existing studies on the gender path of GIL and promotion-focus relationships are limited.
12 However, recent studies have investigated the influence of gender on leadership styles (e.g., Wang
13 *et al.*, 2013; Zuraik *et al.*, 2020; Lang *et al.*, 2022). For instance, Zuraik *et al.* (2020) examined the
14 impact of team leader gender on ambidextrous leadership and team innovation and found that
15 female leaders were less effective in team innovation than male leaders. Wang *et al.* (2013)
16 revealed the moderating role of leaders' gender on authoritarian and benevolent leadership styles
17 and subordinate performance. As such, our study is distinct from previous GIL-focused studies as
18 it examines some important mechanisms (employee promotion focus) and boundary conditions
19 (employee gender) of the GIL–employee green creativity relationship that have been
20 underexplored in the literature. Furthermore, we extend the GIL literature by examining its
21 relationships in the context of an emerging economy.
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31 *2.2 Regulatory focus theory*

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33 Regulatory focus theory suggests that people are motivated by two distinct forms of self-regulation
34 systems, promotion focus and prevention focus, which guide their commitment to accomplish their
35 desired goals (Higgins, 1997). These two regulatory foci depict the different levels of security,
36 endurance, and nurturance needs that influence human behavior (Chan, 2021; Luqman *et al.*,
37 2021). Additionally, individuals perform with either a “promotion” or “prevention” focus
38 orientation, which reveals their prime motives, goals, pertinent outcomes, and desired end state
39 (Brockner *et al.*, 2004).
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45 Promotion-focused individuals are dedicated to achieving goals and maximizing gains (Chan,
46 2021; Lang *et al.*, 2022). In contrast, a prevention focus is driven by security and safety needs,
47 including fulfilling commitments, duties, responsibilities, and obligations, and avoiding negative
48 outcomes (Chan, 2021; Luqman *et al.*, 2021; Lang *et al.*, 2022). Prevention-focused individuals
49 adopt watchful strategies for safety and are sensitive to losses and non-losses. (Chen *et al.*, 2020;
50 Luqman *et al.*, 2021).
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3 Regulatory focus theory has been applied in the leadership context (Zhang *et al.*, 2022) because
4 leaders' behaviors stimulate employees' regulatory focus in pursuit of organizational goals (Lang
5 *et al.*, 2022). This theory has served as a relevant lens for understanding the relationship between
6 supervisors and employees (González-Cruz *et al.*, 2019). Empowering leadership is shown to have
7 a positive influence on employee creativity and innovative job performance through the regulatory
8 focus framework (Lang *et al.*, 2022; Li *et al.*, 2025). Additionally, promotion focus mediates the
9 relationship between transformational leadership and employee creativity (Henker *et al.*, 2015).
10 Individuals' creativity is influenced by regulatory focus as they strive to achieve their objectives
11 (Wallace *et al.*, 2016; Geng *et al.*, 2018).
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20 Regulatory focus theory has been applied to the concept of green creativity in the tourism and
21 hospitality industry (Chang and Teng, 2017; Liu *et al.*, 2024). Liu *et al.* (2024) examined the dual
22 mediation paths of promotion and prevention focus on the relationship between the perceived value
23 of green creativity and employees' green creativity. They affirmed the dominance of promotion
24 focus over prevention focus in enhancing employees' green creativity. We adopted the regulatory
25 focus theory to theorize the relationship between GIL, employee promotion focus, and employee
26 green creativity.
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33 2.3 Social role theory

34 Social role theory (Eagly, 1987) suggests that people tend to see the world based on social
35 expectations and accepted behaviors associated with gender roles. Hence, differing expectations
36 for males and females leads them to respond differently to various types of interactive behaviors
37 (Collins *et al.*, 2014; Koenig and Eagly, 2014; Lang *et al.*, 2022). Over time, gender roles have
38 emerged because of biological differences. For example, women are often associated with
39 childbearing and household responsibilities, while men's physical strength suggests their
40 suitability for laborious tasks (Schneider and Bos, 2019). Gender behaviors are "*socially modelled,*
41 *learned, and reinforced through society's power and status structures*" (Kacmar *et al.*, 2011, p.
42 634). Hence, diverse societal and organizational roles are determined by the hierarchical status of
43 organizations and societies (Johansson and Wennblom, 2017).
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52 Social role theory assumes that gender is an influential concept that affects individuals' beliefs
53 about men and women in society and their expected behaviors (Johansson and Wennblom, 2017).
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3 Social differences in gender roles spread rapidly and become ingrained in status and hierarchies.
4 Women are expected to act in communal ways, for example, by being democratic, developing
5 mutual relationships, showing concern for others, exuding supportive behaviors, and strengthening
6 feelings of belonging (Kacmar *et al.*, 2011; Wang *et al.*, 2013; Collins *et al.*, 2014; Johansson and
7 Wennblom, 2017; Lang *et al.*, 2022). In contrast, men are likely to act in agentic ways such as
8 seeking increased personal status, independence, assertiveness, dominance, competitiveness, and
9 achievement orientation (Collins *et al.*, 2014; Johansson and Wennblom, 2017; Lang *et al.*, 2022).

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11 According to Mistry *et al.* (2024), the social role theory has been applied to business management
12 and social psychology, but its application in the tourism and hospitality industry is limited. The
13 social role theory has been applied to leadership and gender role relationships (Eibl *et al.*, 2020;
14 Lang *et al.* 2022; Di Milia and Jiang, 2024), creative performance (Hora *et al.*, 2021), and
15 promotion focus in the workplace (Gutermuth and Hamstra, 2024). Lang *et al.* (2022) revealed the
16 importance of gender in moderating the relationship between empowering leadership, promotion
17 focus, and creativity. GIL supports employees, encourages shared decision-making, and aligns
18 with women's social expectations. In line with the tenets of the social role theory, we theorize that
19 employee gender can influence the nature of the GIL–employee promotion focus–employee green
20 creativity relationship.

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37 **3. Hypotheses development**

38 *3.1 Green inclusive leadership and employee promotion focus*

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41 Inclusive leadership refers to “*words and deeds by a leader or leaders that indicate an invitation*
42 *and appreciation for others' contributions*” (Nembhard and Edmondson, 2006, p. 947). Similarly,
43 GIL, as a specific indicator of inclusive leadership in organizations, promotes openness,
44 accessibility, and availability to followers to achieve environmental and inclusion goals (Bhutto *et*
45 *al.*, 2021; Hu *et al.*, 2024; Badar and Siddiquei, 2025).

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51 Promotion focus is significantly linked to leadership styles like transformational leadership,
52 servant leadership, and empowering leadership behaviors (Henker *et al.*, 2015; Yang *et al.*, 2018;
53 Lang *et al.*, 2022; Alamri, 2023). Utilizing the regulatory focus theory, Alamri (2023) found a
54 positive relationship between transformational leadership and promotion focus among state
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3 employees. Yang *et al.* (2018) confirmed a significant and positive relationship between servant
4 leadership and promotion focus in a Chinese food organization. Lang *et al.* (2022) also found a
5 positive and significant relationship between empowering leadership and employee promotion
6 focus.
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11 In line with the regulatory focus theory, promotion focus reflects the drive for attainment, growth,
12 gains, goal pursuit, hopes, aspirations, and positive outcomes (Chen *et al.*, 2020; Chan, 2021;
13 Luqman *et al.*, 2021; Lang *et al.*, 2022). As such, promotion-focused individuals are dedicated to
14 approaching goals and maximizing gains (Chan, 2021; Lang *et al.*, 2022). This study focuses on
15 promotion-focused orientation because it is a key mechanism through which leadership can
16 influence employee outcomes (Henker *et al.*, 2015; Lang *et al.*, 2022). Drawing on the regulatory
17 focus theory (Higgins, 1997, 1998), we posit that GIL enhances employee promotion focus in three
18 distinct ways.
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26 *First*, green inclusive leaders are accessible and constantly communicate with their employees
27 (Bhutto *et al.*, 2021; Sürücü, 2024, Rafiq and Xiuqing, 2025). This increases the employees' ability
28 to communicate their green ideas (Badar and Siddiquei, 2025) and career aspirations. Based on the
29 regulatory focus theory (Higgins 1997, 1998), GIL positively influences employee promotion
30 focus by providing a nurturing and supportive environment for skill development and career
31 growth.
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37 *Second*, green inclusive leaders emphasize employee diversity and the inclusion of employee
38 voices in strategic decision making (Hu *et al.*, 2024; Asghar *et al.*, 2025; Badar and Siddiquei,
39 2025), which empowers employees to contribute to short-, medium-, and long-term strategic
40 planning. This fosters a sense of belonging among employees and inspires them to grow and
41 advance their careers within such environments (Randel *et al.*, 2018). Involving employees in
42 strategic decision-making can enhance their confidence and ability to contribute to organizational
43 strategic decision-making, increase their visibility and impact within the organization, and
44 motivate them to pursue higher career goals. Additionally, a green inclusive leader encourages
45 shared decision-making and fosters a culture whereby individuals can suggest initiatives to address
46 environmental challenges (Zhao *et al.*, 2024; Badar and Siddiquei, 2025; Ashgar *et al.*, 2025).
47 Leaders can also induce promotion-focused orientation in employees by encouraging them to
48 concentrate on personal development (Alamri, 2023).
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3 Finally, GIL provides a platform where employees can positively impact the environment
4 (Aboramadan *et al.*, 2022; Hu *et al.*, 2024), while enhancing their skills, strategic insights, and
5 leadership within the organization. Hence, we argue that GIL enhances employee promotion focus
6 by making employees aware of the organization's growth and aspirations. Therefore, we
7 hypothesize the following:
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11 *H1. GIL is positively related to employee promotion focus.*
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14 3.2 The moderating role of employee gender

15 We theorize that employee gender moderates the positive relationship between GIL and employee
16 promotion focus, based on the assumptions of the social role theory. Social role theory indicates
17 the varying expectations of male and female behavior (Grossman and Wood, 1993; Archer, 1996;
18 Eagly, 1987). While females are expected to be more communal in their behaviors and social
19 interactions, relationship-oriented, and empathetic, males are expected to be more assertive and
20 goal-oriented (Eagly and Wood, 1991). As such, societal expectations of gender roles are defined
21 as “shared expectations about appropriate conduct that apply to individuals solely on the basis of
22 their socially identified sex” (Eagly and Wood, 1991, p.4).
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31 GIL focuses on building relationships between leaders and employees to achieve environmental
32 goals (Bhutto *et al.*, 2021). GIL is more consistent with female stereotypes, as they focus on
33 relationship-building, interactions, and the exchange of ideas. Hence, we expect that female
34 employees, compared to their male counterparts, are more likely to embrace and maximize the
35 support, guidance, and tutelage provided by green inclusive leaders, which enhances their
36 promotion-focused disposition.
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42 Our arguments are in line with the extant literature that has applied the social role theory to the
43 context of employee behavior in response to leadership styles, indicating that female employees
44 (versus male employees) are more likely to respond to leadership behavior in a positive and
45 favorable manner (Collins *et al.*, 2014; Lang *et al.*, 2022). Employee gender is important in
46 leadership and outcomes (Lemoine and Blum, 2021; Lang *et al.*, 2022). For example, drawing on
47 the social role theory, Di Milia and Jiang (2024) revealed that the relationship between leader-
48 member exchange and thriving was moderated by gender, with the relationship being positive and
49 significant relationship for females. Furthermore, Lemoine and Blum (2021) demonstrated that the
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3 relationship between manager servant leadership and follower servant leadership linked to job
4 performance is stronger for female leaders than for male leaders. Lang *et al.* (2022) found that
5 employee gender moderated the relationship between empowering leadership and employee
6 creativity. Therefore, we hypothesize the following:
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10 *H2. Employee gender moderates the positive relationship between GIL and employee*
11 *promotion focus, such that the relationship is stronger for female employees than for male*
12 *employees.*
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16 17 18 3.3 The mediating role of employee promotion focus

19 We posit that employee promotion focus is a major mechanism by which GIL enhances employee
20 green creativity. Leadership behavior positively influences promotion-focused orientation, (Tung,
21 2016; Zhang and Inness, 2019; Alamri, 2023), which, in turn, fosters creativity (Henker *et al.*,
22 2015; Wang *et al.*, 2021). Promotion focus is a self-regulation system proposed by the regulatory
23 focus theory (Higgins, 1997). This focus drives individuals to achieve goals, grow, and pursue
24 aspirations (Henker *et al.*, 2015; Han *et al.*, 2025).
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30 The regulatory focus theory suggests that promotion focus, a self-regulation system and motivating
31 factor of employees, is related to actions undertaken in a workplace environment to accomplish
32 individual goals (Higgins, 1997). Employees with a strong promotion focus are driven by self-
33 attainment and career goals, which motivate them to engage in green creativity in line with the
34 guidance and support provided through GIL. This is essential because engaging in green creativity
35 allows employees to achieve business performance outcomes and serve their personal interests.
36 Increased levels of employee green creativity will be welcomed by green inclusive leaders, who
37 view it as an organizational performance outcome that increases employees' likelihood of
38 receiving recognition, thereby supporting their career goals and aspirations.
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47 Accordingly, highly promotion-focused employees are driven, ambitious, goal-oriented, and
48 pursue career-related goals. (Chan, 2021; Lang *et al.*, 2022), which increases the likelihood of
49 engaging in activities that enhance their goal attainment. These employees are likely to maximize
50 the support, openness, and availability provided by green inclusive leaders to boost career
51 advancement and meet their personal goals. Therefore, increasing their motivation to engage in
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3 green creativity drives business performance goals, leads to organizational recognition, and
4 facilitates the achievement of personal career goals.
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7 These arguments are consistent with past studies showing that employee promotion focus enhances
8 employee creativity (Henker *et al.*, 2015), as employees with promotion focus engage in
9 exploratory risk-taking behavior (Brockner and Higgins, 2001) and generation of novel ideas and
10 creative insights (Neubert *et al.*, 2008). Based on the regulatory focus theory, we argue that GIL
11 empowers employees to develop and strengthen their promotion focus, serving as a pathway to
12 enhance employee green creativity. Therefore, we propose the following hypothesis:
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18 *H3. Employee promotion focus mediates the relationship between GIL and employee green*
19 *creativity.*
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22 Our conceptual framework (Figure 1) is theory-driven and posits, based on the regulatory focus
23 theory, that GIL is positively related to employee promotion focus, and that employee promotion
24 focus mediates the relationship between GIL and employee green creativity. We adopt the social
25 role theory to hypothesize that employee gender moderates the relationship between GIL and
26 employee promotion focus.
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31 {Figure 1 here}
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36 **4. Methods**

37 *4.1 Participants and procedure*

38 To test the proposed conceptual model, we obtain data from tourism and hospitality firms in
39 Nigeria, which is a leading West African economy. Nigeria is internationally recognized as the
40 most populous country in Africa, with an estimated population of 223 million people (Olabode *et*
41 *al.*, 2018; Achi, 2022; The World Bank, 2024). Nigeria's economy is the largest in Africa, and like
42 many other democratic countries, it operates an open-market economy (Olabode *et al.*, 2018; Achi,
43 2022). Nigeria remains an attractive market for leading hotel brands across the continent (PWC,
44 2019). Furthermore, it is emerging as a hub for sustainable tourism (Olorunsola *et al.*, 2024).
45 Nigeria's estimated foreign direct investment is US\$ 5.3 billion in 2022 (NESG, 2024).
46 Additionally, the hospitality and tourism sector represents 3.6% of Nigeria's GDP (Statista, 2024),
47 making it an ideal context for testing this study's hypotheses. The tourism and hospitality industry
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3 was selected for examination in this study because of its commitment to environmental
4 sustainability regulations and increased pressure to meet customer demands (Bhutto *et al.*, 2021;
5 Abualigah *et al.*, 2023). Based on its economic background and the vibrant tourism and hospitality
6 industry, Nigeria provides a rich economic context for researching the relationship between GIL
7 and employee green creativity.
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12 A pilot study was conducted prior to the main data collection, allowing for pre-testing of the
13 research instruments to ensure that the respondents clearly understood the items. The survey
14 questionnaire was reviewed by four academics in the Business Management field and three senior
15 practitioners in the Nigerian tourism and hospitality industry. We utilized a convenience sampling
16 approach, which is consistent with empirical studies on GIL, tourism, and hospitality (Bhutto *et*
17 *al.*, 2021; Aboramadan *et al.*, 2022; Zhao *et al.*, 2024) to reach supervisors and employees of four-
18 and five-star hotels in Nigeria. We adopted the supervisor-employee dyad following procedures in
19 previous studies (Zhang *et al.*, 2020; Cheng *et al.*, 2021; Scott and Zweig, 2021; Singh *et al.*,
20 2024). A total of 25 four- and five-star hotels in Nigeria were contacted, with 15 positive responses.
21 Four- and five-star hotels are strongly committed to executing green practices because of
22 environmental regulations, established standards, and customer expectations (Al-Hawari *et al.*,
23 2021; Abualigah *et al.*, 2023). The human resources department of each participating firm was
24 contacted to assist in distributing the questionnaires to their workers. Survey questionnaires were
25 sent to 400 supervisor-employee dyads. The participants were assured of their anonymity and
26 confidentiality. Participation in the study was voluntary. Supervisors and employees were
27 administered different questionnaires at different times. One supervisor completed a questionnaire
28 for only one employee, which helped match their responses (Zhang *et al.*, 2020; Singh *et al.*, 2024).
29 At Time 1, the supervisors were asked to complete questions on employees' green creativity and
30 demographic information. Four weeks later, at Time 2, employees were asked to complete
31 questions about GIL, employee promotion focus, and employee gender. A total of 282 completed
32 supervisor-employee matched surveys were included in the final analysis (response rate of 70.5%).
33 Table 2 shows the demographic details of the supervisor-subordinate dyadic sample. Regarding
34 the supervisor sample, 63.5% were male, 43.3% had a bachelor's degree, and 48.6% were aged
35 20–29 years. In the employee sample, 54.3% were female, 57.8% had a bachelor's degree, and
36 58.2% were aged 20–29 years. Additionally, 59.6% of employees in the dyadic sample had up to
37 two years of experience working with their current supervisor.
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4.2 Measures

All constructs were measured using established scales. Questionnaire items were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

4.2.1 Green Inclusive Leadership

GIL was measured using the nine-item scale developed by Aboramadan *et al.* (2022) and Bhutto *et al.* (2021). Employees were asked to rate the GIL behaviors of their supervisors. A sample item is, “*The supervisor is open to hearing new environmental and green ideas.*” The Cronbach’s alpha for the GIL scale was 0.947.

4.2.2 Employee Promotion Focus

We adapted Neubert *et al.*’s (2008) Work Regulatory Focus scale, wherein employees rated their promotion-focused orientation. A sample item is “*I spend a great deal of time envisioning how to fulfill my aspirations.*” Cronbach’s alpha for the promotion focus scale was 0.927.

4.2.3 Employee Gender

Employees reported their gender, coded 0 for male and 1 for female.

4.2.4 Employee Green Creativity

We adapted Chen and Chang’s (2013) six-item scale to measure employees’ green creativity, wherein immediate supervisors rated employees’ green creativity. A sample item is “*My employee suggests new ways to achieve the environmental goals of my organization.*” The Cronbach’s alpha for the promotion focus scale was 0.893.

4.2.5 Control Variables

We controlled for supervisors’ and employees’ ages, education, organizational tenure, and employees’ length of work experience with the current supervisor, which may impact employees’ green creativity in the tourism and hospitality industry (Aboramadan *et al.*, 2022; Bhutto *et al.*, 2021; Zhao *et al.*, 2024).

4.3 Data analysis

Table 3 provides the descriptive statistics (means, correlations, and reliabilities) of the constructs. This study used partial least squares structural equation modelling (PLS-SEM) to test the hypotheses. Extant leadership studies (e.g., Lai *et al.*, 2018; Amankwaa *et al.*, 2019; Mehmood *et al.*, 2022; Gelaidan *et al.*, 2023; Amjad *et al.*, 2024; Orekoya, 2024) have utilized PLS-SEM, demonstrating its relevance as a robust technique in business management research. This unique approach enables researchers to analyze both measurement and structural models and examine mediation relationships (Nguyen *et al.*, 2018; Soetanto *et al.*, 2022; Abualigah *et al.*, 2023). Additionally, the measurement and structural model analysis included factor loadings, Cronbach's alpha, and assessment of the study relationships by testing the hypotheses (Singh *et al.*, 2021). Soetanto *et al.* (2022) argued that PLS-SEM is appropriate for studies with a small sample size and is suitable for analyzing complex models and multiple hypotheses.

5. Results

5.1 Assessment of common method bias

To address concerns about common method bias, the study data were obtained at different times (two-wave survey approach) from supervisors and employees, as suggested by Podsakoff *et al.* (2003) and Podsakoff *et al.* (2012). Hence, we performed several procedural steps in addition to the data analyses. *First*, in the supervisor-employee dyadic sample, supervisors responded to questions on employee green creativity, while employees responded to questions on GIL, employee promotion focus, and employee gender. *Second*, the respondents were guaranteed anonymity and confidentiality of their responses, and the survey instrument was carefully drafted to prevent the recognition of predictor and outcome variables. *Finally*, consistent with the approach of previous studies on common method bias (Begum *et al.*, 2022; Begum *et al.*, 2023; Ur Rehman *et al.*, 2023; Simmou *et al.*, 2025), we calculated the full collinearity variance inflation factor (VIF) to check for collinearity among the constructs. According to Hair *et al.* (2019), the variance inflation factor (VIF) should be less than 5 to confirm the absence of multicollinearity. The results shown in Table 4 indicate that all VIF values are below the threshold of 5. Therefore, no common method bias exists.

5.2 Measurement model

Several checks were conducted to ensure reliability and validity of the data. First, the Cronbach's alpha coefficients for the constructs ranged from 0.893 to 0.947, which were higher than the threshold of 0.7 (Hair *et al.*, 1998). Convergent validity was established by evaluating the factor loadings, composite reliability, and average variance extracted (AVE). The AVE values of the constructs ranged from 0.656 to 0.704, which is higher than the recommended threshold of 0.5 (Fornell and Larcker, 1981). Table 4 presents the reliability and validity of each construct.

To examine the discriminant validity between the constructs, we conducted a confirmatory factor analysis (CFA) using indices such as the Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). The results of the three-factor model including GIL, employee promotion focus, and employee green creativity had a better fit ($\chi^2 = 253.277$, $df = 89.000$, $\chi^2/df = 2.846$, $CFI = 0.955$, $TLI = 0.947$, $RMSEA = 0.08$) than the alternative models such as the two-factor model ($\chi^2 = 760.690$; $df = 118.000$, $\chi^2/df = 6.447$, $CFI = 0.868$, $TLI = 0.848$, $RMSEA = 0.139$) or one-factor model ($\chi^2 = 1378.190$; $df = 119.000$, $\chi^2/df = 11.581$, $CFI = 0.742$, $TLI = 0.705$, $RMSEA = 0.194$). Therefore, the study variables had satisfactory discriminant validity.

{Table 3 here}

{Table 4 here}

5.3 Hypotheses testing

We used SmartPLS 4 to test the direct and indirect hypotheses of the study, that is, the main effect of GIL, the mediating effect of employee promotion focus, and the moderating effect of employee gender. A bootstrapping approach was used to examine the study's hypotheses (95% bias-corrected and accelerated (BCa) bootstrap interval). The results of the PLS-SEM in Table 5 show that GIL is positively related to employee promotion focus, thus H1 was supported ($\beta = 0.773$, $p = 0.000$). The results also confirm that GIL has a positive and direct relationship with employee green creativity ($\beta = 0.415$, $p = 0.000$). Additionally, employee promotion focus is positively related to employee green creativity ($\beta = 0.570$, $p = 0.000$).

Interaction Effect

We tested the interaction effect regarding the second hypothesis (H2), which proposed that employee gender moderates the positive relationship between GIL and employee promotion focus. The findings in Table 5 indicate that the interaction effect between employee gender and GIL was significantly related to employee promotion focus ($\beta = 0.106$, $p = 0.019$). As recommended by Aiken and West (1991), the plot of interactions (Figure 3) revealed that the relationship between GIL and employee promotion focus was stronger for female employees than for male employees. Thus, H2 is supported.

Mediating Effect

Hypothesis (3) states that employee promotion focus mediates the relationship between GIL and employee green creativity. Bootstrapping technique (Preacher and Hayes, 2008; Singh *et al.*, 2024) was used to confirm the mediation effects of SEM. The results in Table 6 show that employee promotion focus mediates the relationship between GIL and employee green creativity ($\beta = 0.440$, $p = 0.000$, CI: 0.387, 0.501). Thus, the third hypothesis (H3) was supported. The PLS-SEM results showing the measurements and structural models are presented in Figure 2.

{Table 5 here}

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{Figure 2 here}

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6. Discussion and contribution

6.1 Theoretical implications

This study makes a theoretical contribution to the literature on GIL and creativity. *First*, we uncover the intermediate mechanisms and boundary conditions of the relationship between GIL and employee green creativity (e.g., Bhutto *et al.*, 2021; Aboramadan *et al.*, 2022; Zhao *et al.*, 2024; Asghar *et al.*, 2025). Extant literature has examined the outcomes of GIL from various theoretical perspectives, such as the componential theory of creativity (Bhutto *et al.*, 2021; Asghar,

2025), social cognitive theory (Rafiq and Xiuqing, 2025), self-determination theory (Zhao *et al.*, 2024); resource-based view, dynamic capabilities, stakeholder theory, and institutional theories (Chen and Chang, 2013; Hu *et al.*, 2024), conservation of resources theory (Amjad *et al.*, 2024), social exchange theories (Sürücü, 2024; Aboramadan *et al.*, 2022), and relational leadership theory (Carmeli *et al.*, 2010). Our study extends the GIL literature by theorizing a conceptual model through the lens of regulatory focus theory (Higgins, 1997, 1998) and social role theory (Eagly, 1987; Lang *et al.*, 2022; Di Milia and Jiang, 2024) to provide new insights into how GIL enhances employees' green creativity.

Second, our study makes a significant contribution to the literature by theorizing that employee promotion focus is a crucial mechanism by which GIL enhances employee green creativity in an emerging economy. By examining the mediating role of employee promotion focus, we depart from existing research that has examined various intervening mechanisms to explain GIL, such as green human capital and employee voice (Asghar *et al.*, 2025); satisfaction of basic psychological needs (Zhao *et al.*, 2024); green skill competencies and green creative self-efficacy (Amjad *et al.*, 2024); employee green creativity (Chen and Chang, 2013; Mandal and Pal, 2024); organizational citizenship behavior (Sürücü, 2024); green organizational support (Aboramadan *et al.*, 2022); green psychological climate and green work engagement (Bhutto *et al.*, 2021); and organizational identity (Mittal and Dhar, 2016). Prior studies have not investigated the motivational mechanism underlying the relationship between GIL and employee green creativity. By recognizing employee promotion focus as a crucial motivational mechanism, our research findings offer deeper insights into how GIL enhances employee green creativity and expands the theoretical landscape of leadership and green creativity (Aboramadan *et al.*, 2022). Drawing on the regulatory focus theory (Higgins, 1997, 1998), our empirical study verifies the role of employee promotion focus in GIL research. Furthermore, promotion-focused individuals are desirous of growth and goal attainment (Henker *et al.*, 2015; Lang *et al.*, 2022), and GIL enhances the leader-follower relationship, which invariably improves creative behavior. Based on the regulatory focus theory, we extend the research on GIL by revealing that employee promotion focus mediates the relationship between GIL and employee green creativity.

Third, we integrate insights from the social role theory (Eagly, 1987) to theorize that employee gender amplifies the positive relationship between GIL and employee promotion focus. Our

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3 investigation of employee gender as a crucial moderator in the relationship between GIL and
4 employee promotion focus extends previous research (e.g., Lang *et al.*, 2022). Previous studies
5 have revealed the importance of gender in the relationship between leadership styles and employee
6 outcomes. For instance, Lang *et al.* (2022) found that employee gender moderates the relationship
7 between empowering leadership and promotion focus, whereas Wang *et al.* (2013) showed that
8 leader gender moderates the relationship between benevolent leadership and subordinate
9 performance. Our study helps understand the GIL-employee promotion focus relationship by
10 revealing that employee gender moderates this positive relationship. Thus, we contribute to GIL
11 literature by examining the role of employee gender, which has been largely limited in prior
12 research. Specifically, our findings indicate that female employees exhibit higher promotion focus
13 when working with green inclusive leaders than their male counterparts. This aligns with female
14 employees' acceptance and disposition toward the open, nurturing, and supportive nature of green
15 inclusive leaders in an emerging economy, where gender stereotypes and cultural expectations
16 correspond with social role theory.

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28 *Lastly*, our empirical study contributes to the integration of regulatory focus theory and social role
29 theory to explain how GIL influences green creativity through employee promotion focus and
30 employee gender in the tourism and hospitality industry. Building on the regulatory focus and
31 social role theories, our findings indicate that employee promotion focus mediates the relationship
32 between GIL and employee green creativity and that employee gender moderates the positive
33 relationship between GIL and employee promotion focus. Our findings have important
34 implications, as the mechanisms through which GIL enhances employee green creativity in
35 emerging economies remain underexplored. Our study contributes to the ongoing scholarly debate
36 on the nature of GIL, its intervening mechanisms, boundary conditions, and possible outcomes.
37 Accordingly, this study enhances understanding of the GIL–green creativity link in high power-
38 distance cultures.

39 40 41 42 43 44 45 46 47 48 *6.2 Practical implications*

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50 Our findings have major practical implications for tourism and hospitality organizations,
51 indicating that GIL is a viable leadership strategy because of its positive influence on employees'
52 green creativity. Furthermore, we demonstrated how employee promotion focus mediates the
53 relationship between GIL and employee green creativity. *First*, organizational culture should be
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3 aligned with green goals and objectives to create a conducive environment where tourism and
4 hospitality managers exhibit GIL behaviors and employees propose green creative ideas for top
5 management. Tourism and hospitality organizations in emerging economies like Nigeria can foster
6 GIL among employees through training, one-on-one meetings, appraisals, and promotions.
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8 Additionally, organizations can provide incentives to managers to ensure that they possess high
9 levels of GIL attributes and a commitment to nurturing an employee promotion focus. This should
10 complement clear communication of organizational green strategies and eco-friendly standards in
11 the tourism and hospitality industry, ensuring that all managers and employees are aligned with
12 organizational goals and objectives.
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20 *Second*, to foster GIL attributes, such as openness to ideas, building strong personal relationships,
21 commitment to people's development, and co-generation of ideas with employees, tourism and
22 hospitality organizations in Nigeria must prioritize recruiting managers and employees who can
23 uphold and achieve green creative organizational goals. This includes creating a green
24 environment in which increased levels of employee satisfaction are directly linked to increased
25 levels of customer satisfaction, customer loyalty, and financial performance (Chi and Gursoy,
26 2009).
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33 *Third*, at the managerial level, our findings indicate that GIL behaviors enhance green creativity
34 through employee promotion focus. Tourism and hospitality managers should actively cultivate
35 promotion focus among employees by recognizing their aspirations, providing positive feedback
36 mechanisms, and creating an enabling environment, as employee development drives
37 organizational performance.
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42 *Fourth*, our findings provide insights into the emerging economy and suggest how green inclusive
43 leaders in tourism and hospitality organizations can contribute to environmental, economic, and
44 social sustainability. Additionally, we suggest leaders in tourism and hospitality organizations to
45 adopt a bottom-up approach, which is at the core of GIL. This is because GIL revolves around
46 openness to employees' green ideas, willingness to support employees, and the creation of an
47 enabling culture that empowers employees. Hence, the adoption of GIL as a leadership strategy
48 promotes green initiatives and positively impacts the natural environment.
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3 Our study also highlights the acceptance of GIL by female employees, who are likely to benefit
4 more from GIL than their male counterparts. Managers in tourism and hospitality organizations
5 should be aware of this and ensure that additional support is provided to male employees to
6 enhance their promotion focus and creativity. In summary, we highlight how leaders in tourism
7 and hospitality organizations can contribute to the sustainability of the planet from the perspective
8 of an emerging economy. We posit that the adoption of GIL by tourism and hospitality
9 organizations will invariably result in increased customer satisfaction and organizational
10 performance.
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18 *6.3 Limitations and future research directions*

19 This study has the following limitations. *First*, the conceptual model is supported by a two-wave
20 survey. Although we addressed common method bias by obtaining cross-sectional data from
21 supervisors and employees at different time points, a longitudinal research design is encouraged
22 to establish causal relationships. *Second*, our investigation of the GIL–employee creativity
23 relationship was conducted at the dyadic level. Therefore, future research on GIL should explore
24 team and multilevel analyses.
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31 *Third*, our data were collected in Nigeria and within the context of the tourism and hospitality
32 industry. Hence, its generalizability to other industries is limited. Future research could examine
33 the extent to which the hypothesized relationships explored in this study are applicable to other
34 industries. Although our study examines these relationships within the confines of an emerging
35 economy, the findings may be generalizable to similar contexts. We suggest that the literature
36 benefits from comparative studies of developed and emerging economies. Future research should
37 conduct multi-country studies to enrich our understanding of how GIL influences green creativity.
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44 *Fourth*, this study examines the relationship between GIL and promotion focus, along with the
45 moderating role of employee gender. However, the role of supervisor gender in GIL, employee
46 promotion focus, and employee creativity needs further examination, as this was outside the scope
47 of the current study. Future studies could draw insights from the social role theory to examine the
48 role of supervisor gender in shaping employees' green behavioral outcomes. This can also be
49 extended by examining the nature of this relationship using alternative gender-theoretical lenses,
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3 such as gender similarities and differences theory (Byrnes *et al.*, 1999; Hyde, 2014) and gendered
4 work theory (Acker, 1990; Mirchandani, 1999; Poggio, 2006; Bates, 2022).
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8 *Fifth*, this study provides insights into some of the mechanisms through which GIL enhances
9 employees' green creativity by examining the mediating role of promotion focus. However, this is
10 not exhaustive, as the varying influences on the relationship between GIL and employee green
11 creativity were not examined in this study. Future research could investigate the role of
12 organizational-level variables like organizational culture and organizational capabilities in the
13 relationship between GIL and employee green creativity.
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19 **7. Conclusion**

20 In conclusion, this study investigated the intermediate mechanisms and boundary conditions of the
21 relationship between GIL and green creativity. Using dyadic data collected from tourism and
22 hospitality firms in Nigeria (Africa's largest economy), we established that GIL has a positive and
23 significant relationship with employee promotion focus. Additionally, our study affirms the
24 moderating role of employee gender in the relationship between GIL and employee promotion
25 focus, such that this relationship is stronger for female employees than for male employees.
26 Furthermore, we argue for and establish the mediating role of promotion focus in the relationship
27 between GIL and employee green creativity.
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Tables

Table 1: Selected Studies on Green Inclusive Leadership and Green Creativity

Author	Theoretical Framework	Sample	Variables Examined	Main Findings
Asgar <i>et al.</i> (2025)	Componential theory of creativity	Pakistan manufacturing industry	IV: Green inclusive leadership (GIL) DV: Green creativity (GC) Mediator: Green human capital (GHC), Employee voice	The study findings revealed that GIL is positively associated with green creativity. Also, GHC and employee voice mediated the positive relationship between GIL and GC.
Rafiq and Xiuqing (2025)	Social and cognitive theory	708 employees in the Chinese Manufacturing industry	IV: Green inclusive leadership (GIL) DV: Environmental performance Mediator: Pro-environmental behavior Moderator: Environmental strategy	GIL is positively related to environmental performance. Pro-environmental behavior mediated the relationship between GIL and environmental performance, while environmental strategy moderated the relationship between GIL and pro-environmental behavior
Zhao <i>et al.</i> (2024)	Self-determination theory	367 hotel employees in 11 hotels in China	IV: Green inclusive leadership (GIL) DV: Hospitality employees' green service innovation behavior (GSI) Mediator: Satisfaction of basic psychological needs Moderator: Employees traditionality	The findings revealed that GIL is positively related to employees' green service innovative behavior, and satisfaction of basic psychological needs mediates the relationship. Additionally, the moderating role of employee traditionality reduced the impact of GIL on employees' GSI behavior via satisfaction of basic psychological needs.
Elzek <i>et al.</i> (2024)	Intellectual capital-based view	327 travel agency employees in Egypt	IV: Talent management DV: Sustainable organizational performance (SOP) Mediator: Green intellectual capital (GIC) Moderator: Green servant leadership (GSL)	The findings demonstrate that talent management (TM) has a significant influence on GIC, resulting in a significant impact on SOP. The study findings supported the mediating role of GIC on TM and SOP relationship. Moreover, the moderating role of GSL is not supported.

1 2 3 4 5 6 7 8	Hu <i>et al.</i> (2024)	Resource-based view, stakeholder and institutional theories	102 organizations from the Iron-Ore mining industry of China	IV: Green inclusive leadership DV: Sustainability Moderator: Green policy	There is a significant impact of green inclusive leadership on iron-ore mining firms' sustainability. In addition, the moderating role of green policy strengthens the impact of GIL on firms' sustainability.
9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27	Amjad <i>et al.</i> (2024)	Conservation of resource theory	362 executives, top and mid-level managers of manufacturing SMEs in Pakistan	IV: Green HRM practices, Green inclusive leadership (GIL) DV: Sustainable performance Mediator: Green skill competencies (GSC), Green creative self-efficacy (GCSE) Moderator: Green inclusive leadership Controls: Firm age, Firm size, industry type	The findings reveal that GIL and Green HRM have a significant positive impact on sustainable performance. Additionally, GCSE and GSC significantly mediates the Green HRM practices, GIL, and sustainable performance relationship. Importantly, the impact of Green HRM on sustainable performance is strengthened by GIL.
28 29 30 31 32 33 34 35 36 37 38 39	Mandal and Pal (2024)	Componential theory of creativity and social exchange theory	254 employees at an Indian dairy manufacturing firm located in Ranchi, Jharkhand, India	IV: Green inclusive leadership (GIL) DV: Green organizational citizenship behavior Mediator: Employee green creativity (EGC)	The findings indicate a positive direct relationship between GIL and EGC, as well as green organizational citizenship behavior. Additionally, the results show that the relationship between GIL and green organizational citizenship behavior is partially mediated by EGC.

Table 1: Selected Studies on Green Inclusive Leadership and Green Creativity (Cont'd)

Author	Theoretical Framework	Sample	Variables Examined	Main Findings	
45 46 47 48 49 50 51 52 53 54 55 56 57 58	Sürücü (2024)	Social exchange and social information processing theories	386 hotel employees in Bodrum, Turkey	IV: Green inclusive leadership (GIL) DV: Green creativity, Mediator: Organizational citizenship behavior towards the environment Moderator: Climate for the green initiative	Findings revealed that GIL has a positive relationship with green creativity and organizational citizenship behavior towards the environment mediates this relationship. Moreover, the moderated mediation effect of climate for the green initiative is confirmed.
59 60	Aboramadan <i>et al.</i> (2022)	Social exchange, social	436 dyadic supervisors and employees in	IV: Green inclusive leadership (GIL)	Findings show that GIL predicted employee green behaviors (green innovative work behavior, green

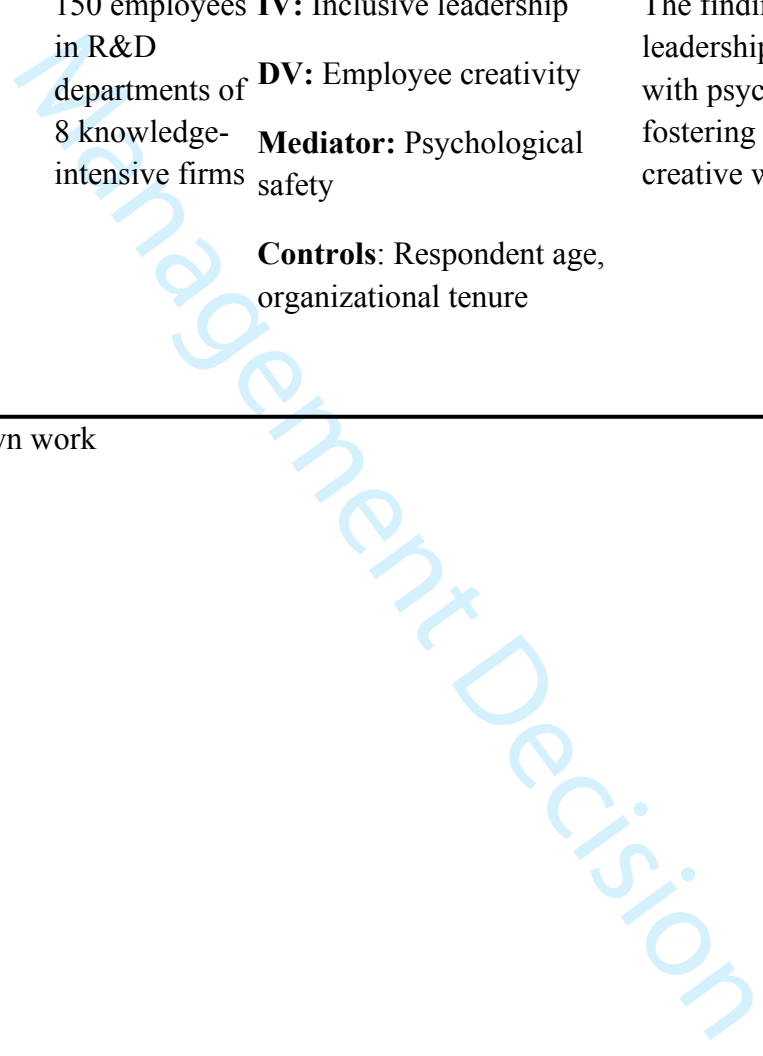
1	learning,	Northern Italy	DV: Employee green	service recovery performance, and
2	social	hotels	behaviors: green innovative	green knowledge sharing
3	identity,		work behavior, green service	behavior). Also, the
4	organizational		recovery performance, and	aforementioned relationship was
5	support		green knowledge sharing	mediated by perceived green
6	theories		behavior.	organizational support.
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9			Mediator: perceived green	
10			organizational support	
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12	Bhutto <i>et al.</i>	Componential	302 employees	IVs: Green inclusive
13	(2021)	Theory of	in the	leadership (GIL), green
14		Creativity	hospitality and	psychological climate, green
15			tourism	work engagement
16			industry in	
17			Europe	DV: Green creativity
18				Mediators: Green
19				psychological climate, green
20				work engagement
21				work engagement and green creativity;
22				Furthermore, the relationship
23				between GIL and green creativity
24				is mediated by green psychological
25				climate and green work
26				engagement.
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34	Mittal and	N/A	250 Managers	IV: Green transformational
35	Dhar (2016)		and 250	leadership (GTL)
36			employees in	DV: Green creativity
37			tourist hotels in	Mediator: Organizational
38			India	identity
39				Moderator: Resource
40				commitment
41				Controls: hotel tenure, hotel
42				rating
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50	Chen and	Resource-	254	IVs: Green dynamic
51	Chang	based view;	questionnaires	capabilities, green
52	(2013)	Dynamic	from CEOs	transformational leadership
53		Capabilities	and managers	(GTL)
54			of different	DVs: Green product
55			departments	development performance
56			such as	Mediator: Green creativity
57			manufacturing,	
58			marketing,	
59			environmental,	
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and R&D, as well as leaders and members of green product development projects in electronics firms in Taiwan.

performance and green dynamic capabilities, as well as GTL.

<p>14 Carmeli <i>et</i> 15 <i>al.</i> (2010)</p>	<p>16 Relational 17 leadership 18 theory</p>	<p>19 150 employees 20 in R&D 21 departments of 22 8 knowledge- 23 intensive firms</p>	<p>24 IV: Inclusive leadership 25 DV: Employee creativity 26 Mediator: Psychological 27 safety 28 Controls: Respondent age, 29 organizational tenure</p>	<p>30 The findings indicate that inclusive 31 leadership is positively associated 32 with psychological safety, thereby 33 fostering employee involvement in 34 creative work.</p>
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35 **Source(s):** Authors' own work



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Table 2: Demography of Sample

Supervisor			Subordinate		
	Frequency	Percent		Frequency	Percent
Gender			Gender		
Male	179	63.5	Male	129	45.7
Female	103	36.5	Female	153	54.3
Age			Age		
20-29 years	137	48.6	20-29 years	164	58.2
30-39 years	66	23.4	30-39 years	73	25.9
40-49 years	56	19.9	40-49 years	35	12.4
50-59 years	22	7.8	50-59 years	7	2.5
60 years and above	1	0.4	60 years and above	3	1.1
Educational Qualification			Educational Qualification		
Senior Secondary School Certificate	15	5.3	Senior Secondary School Certificate	24	8.5
National Diploma	22	7.8	National Diploma	22	7.8
Higher National Diploma	85	30.1	Higher National Diploma	49	17.4
Bachelor's Degree	122	43.3	Bachelor's Degree	163	57.8
Master's Degree	31	11.0	Master's Degree	20	7.1
PhD	7	2.5	PhD	4	1.4
Organizational Tenure			Organizational Tenure		
Up to 3 years	116	41.1	Up to 3 years	142	50.4
4-6 years	70	24.8	4-6 years	96	34.0
7 years or more	96	34.0	7 years or more	44	15.6
			Length of working experience under current supervisor		
			Up to 2 years	168	59.6
			3-5 years	42	14.9
			6 years or more	72	25.5

Source(s): Authors' own work

Table 3: Descriptive statistics and correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Green inclusive leadership	3.9913	.97268	(0.947)							
2. Promotion focus	4.1231	.98745	.786**	(0.927)						
3. Green creativity	4.1714	.89823	.868**	.868**	(0.893)					
4. Supervisor age	1.88	1.009	-.095	-.036	-.097					
5. Supervisor gender	.63	.482	.152*	.157**	.185**	.172**				
6. Supervisor educational level	3.54	1.047	-.136*	-.053	-.090	.301**	.049			
7. Employee age	1.62	.873	.021	-.007	-.011	.276**	.049	.029		
8. Employee gender	.46	.499	-.142*	-.123*	-.150*	.209**	.312**	.041	.135*	
9. Employee educational level	3.51	1.071	.040	-.054	-.052	.077	.020	.036	.226**	.104

Note: N = 282, Cronbach's α are in parentheses, 2-tailed test. * $p < 0.05$, ** $p < 0.01$.

Source(s): Authors' own work

Table 4: Constructs reliability and validity

Constructs/Measurement items	Factor Loadings	Cronbach's alpha	CR	AVE	VIF
Green Inclusive Leadership		.947	.955	.704	
GIL 1	0.829				2.284
GIL 2	0.858				2.960
GIL 3	0.862				2.974
GIL 4	0.846				2.742
GIL 5	0.797				2.452
GIL 6	0.828				2.164
GIL 7	0.853				2.694
GIL 8	0.805				2.466
GIL 9	0.873				3.299
Promotion Focus		.927	.941	.698	
PROMFOCUS 1	0.802				1.961
PROMFOCUS 2	0.767				1.815
PROMFOCUS 3	0.749				1.586
PROMFOCUS 4	0.876				2.994
PROMFOCUS 5	0.874				3.081
PROMFOCUS 6	0.854				2.557
PROMFOCUS 7	0.912				2.005
Employee Green Creativity		.893	.919	.656	
EGC 1	0.819				2.302
EGC 2	0.909				1.556
EGC 3	0.696				1.966
EGC 4	0.662				1.319
EGC 5	0.858				2.413
EGC 6	0.885				2.332

Note: Construct reliability and validity; CR = Composite reliability; AVE = Average variance extracted
VIF = Variance inflation factor

Source(s): Authors' own work

Table 5: Results of the structural model (PLS-SEM)

Direct and interaction effects	Path Coefficients	P-value	Decision
GIL → EGC	0.415	0.000	Significant
PROMFOCUS → EGC	0.570	0.000	Significant
GIL → PROMFOCUS	0.773	0.000	H1 is supported
EGD x GIL → PROMFOCUS	0.106	0.019	H2 is supported

Note: GIL = Green Inclusive Leadership; PROMFOCUS = Promotion Focus; EGC = Employee Green Creativity; EGD = Employee Gender; Bootstrapping based on 5,000 subsamples; 95% Confidence Interval (CI) bias corrected.

Source(s): Authors' own work

Table 6: Mediating Effect - Structural model (PLS-SEM)

Mediating effect	Path Coefficients	P-value	95% CI Bias Corrected LL	95% CI Bias Corrected UL	Decision
GIL → PROMFOCUS → EGC	0.440	0.000	0.387	0.501	H3 is supported

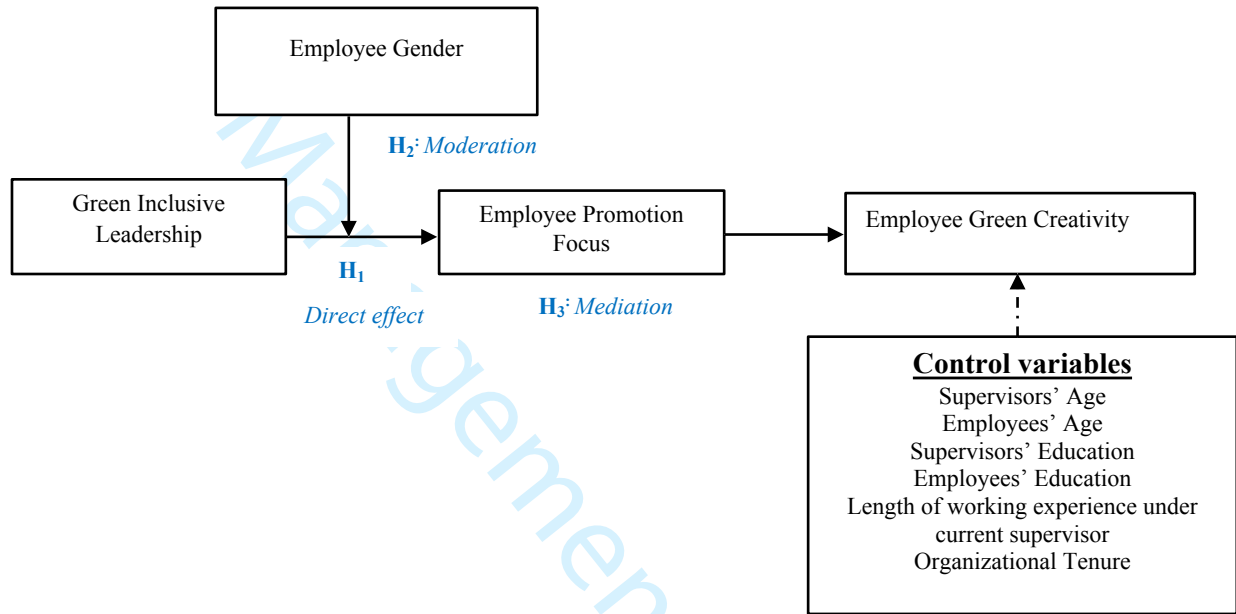
Note: GIL = Green Inclusive Leadership; PROMFOCUS = Promotion Focus; EGC = Employee Green Creativity; Bootstrapping based on 5,000 subsamples; 95% Confidence Interval (CI) bias-corrected.

Source(s): Authors' own work

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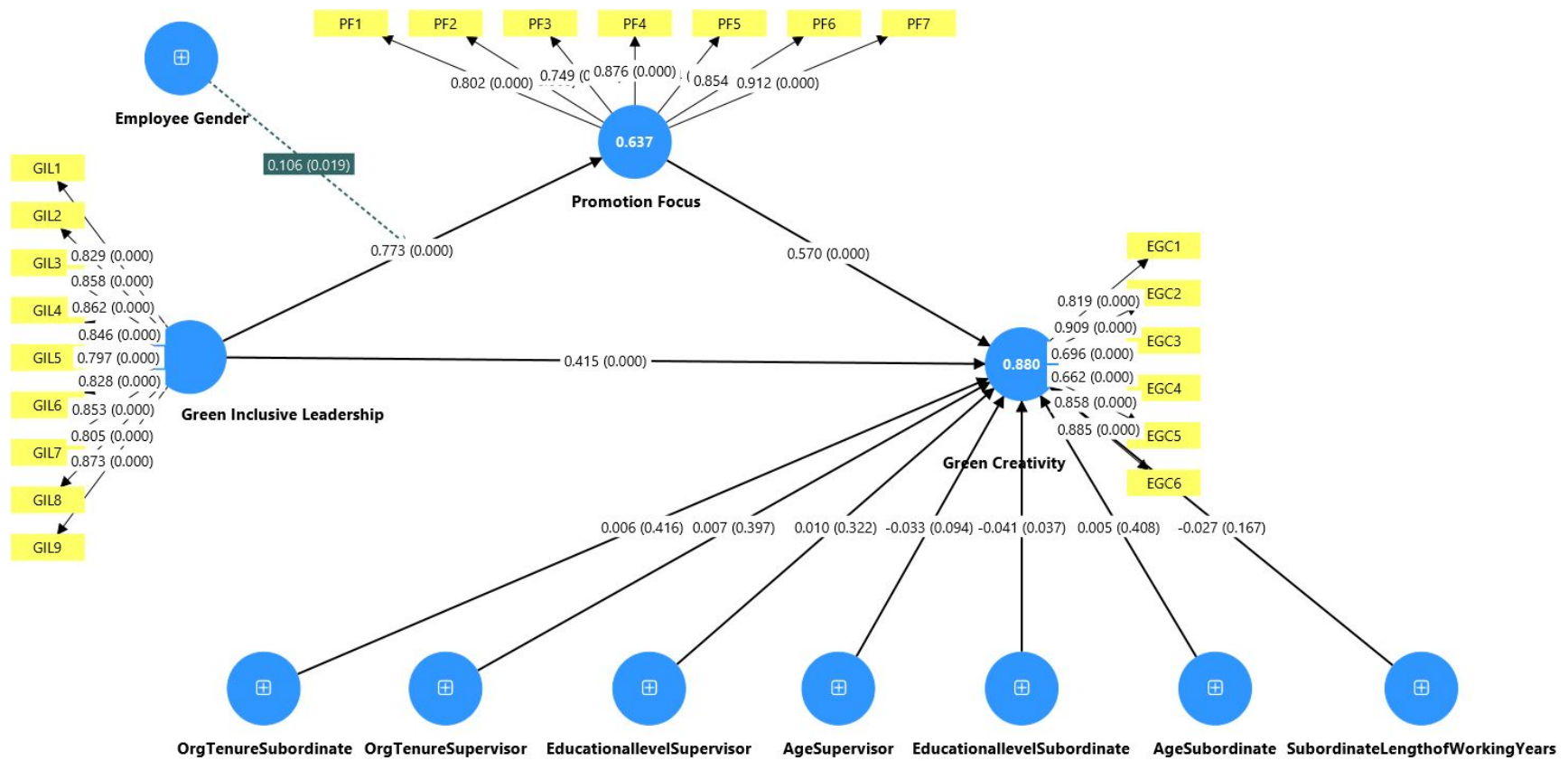
Figures

Figure 1: Conceptual Model



Source(s): Authors' own work

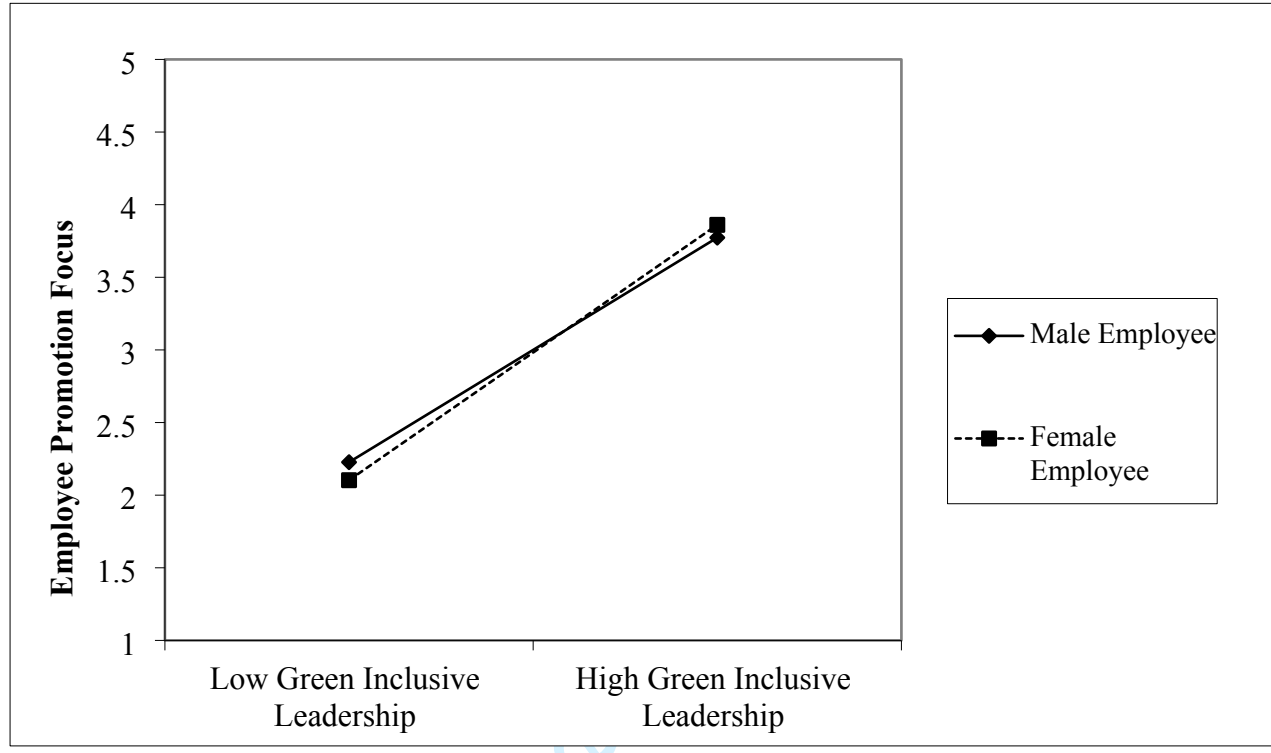
Figure 2: Structural and Measurement Model



Source(s): Authors' own work using SmartPLS 4

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Figure 3: Interaction effect of green inclusive leadership and employee gender on employee promotion focus



Source(s): Authors' own work

ent Decision

Appendix

Survey items

Green Inclusive Leadership (GIL) – Aboramadan *et al.* (2022) and Bhutto *et al.* (2021)

GIL 1: The supervisor is open to hearing new environmental and green ideas.

GIL 2: The supervisor is attentive to new environmental opportunities to improve work processes.

GIL 3: The supervisor is open to discussing pro-environmental goals at work and new green (i.e., environmentally oriented) ways to achieve them.

GIL 4: The supervisor is available for consultation on environmental problems.

GIL 5: The supervisor is an ongoing ‘presence’ for environmental management issues.

GIL 6: The supervisor is available for professional questions that I would like to consult with on environmental issues.

GIL 7: The supervisor is ready to listen to my environmental requests.

GIL 8: The supervisor encourages me to access him/her on emerging environmental issues.

GIL 9: The supervisor is accessible for discussing emerging environmental problems.

Promotion Focus (PROMFOCUS) - Neubert *et al.* (2008)

PROMFOCUS 1: I take chances at work to maximize my goals for advancement.

PROMFOCUS 2: I tend to take risks at work to achieve success.

PROMFOCUS 3: If I had the opportunity to participate in a high-risk, high-reward project, I would definitely have undertaken it.

PROMFOCUS 4: I focus on accomplishing job tasks that will further my advancement.

PROMFOCUS 5: I spend a great deal of time envisioning how to fulfill my aspirations.

PROMFOCUS 6: My work priorities are affected by a clear picture of what I aspire to be.

PROMFOCUS 7: At work, I am motivated by my hopes and aspirations.

Employee Green Creativity (EGC) - Chen and Chang (2013)

EGC 1: My employee suggests new ways to achieve my organization’s environmental goals

EGC 2: My employee proposes new green ideas to improve my organization’s environmental performance

EGC 3: My employee promotes and champions new green ideas at work.

EGC 4: My employee develops adequate plans to implement new green ideas.

EGC 5: My employee rethink and revise green ideas at work.

EGC 6: My employee finds creative solutions to environmental problems at work.