

IMPACT OF ETHICAL LEADERSHIP ON EMPLOYEE'S CREATIVITY BY UNDERPINNING THE ROLE OF EMPLOYEE'S GREEN BEHAVIOUR

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Abstract

In view of the continuous changes in the world, organizations must support employees' creative endeavors to deal with competitiveness while maintaining moral leadership ideals and responsible management models. This study aims to investigate the relationship between ethical leadership and creativity as well as how employee green behavior impacts creativity in this area. A longitudinal approach was used to choose a sample of 232 individuals from different Pakistani cities who work for different companies and industries. Valid and reliable measurements were used to assess how variables under investigation were viewed, and structural equation models were used to test direct and indirect effects. The results demonstrate beneficial effects of ethical leadership on creativity, both directly and indirectly employee's green behaviours. This highlights the chance for leaders to maximize organizational protocols, processes, and procedures that are focused on accountability and respect for others in order to foster innovative behavior among employees.

1. INTRODUCTION

Due to the quick development of technology, globalization, and shifting consumer needs, organizations need to be innovative (Kalandarovna & Qizi, 2023). Because of this, creativity is seen as a basic ability for contemporary professionals (Muzam, 2023). Allowing employees to be creative enables organizations to adapt, compete, and change; over time, organizational innovation is enhanced by creativity, which includes coming up with new ideas and putting new plans into action (Agbor, 2008). Because customers' needs are constantly changing and becoming more demanding, especially when people are under stress,

innovative thinking might result in moral dilemmas (Kaddoura & Al Hussein, 2023). Chauncey and McKenna (2024) really state that "a Both evil and morally righteous goals can be achieved with the help of a creative concept, and a fully realized innovation may cause harm, good, or both." According to Sumarsono et al. (2025), creative people frequently deal with serious social and psychological issues When facing such challenges and pushing the boundaries with creative solutions, ethical discussions are more prevalent than ever (Rebecchi et al., 2024). To put it another way, since fresh ideas often don't result in physical objects, creativity can be a circular

process (Pratt, 2022). Thus, "creative ideas within organizations must be linked to a socially positive system of values, morals, and ethics in order for those employees to promise constructive outcomes once they are successfully implemented" (Popescu et al., 2025). Innovation and creativity must be morally sound, and it is crucial to research what constitutes moral innovation (Astola et al., 2022). Additionally, it's critical to understand the ethical circumstances that could foster greater innovation (Stahl et al., 2021).

Numerous organizational and individual factors can foster creativity (Mansoor et al., 2021). However, research currently available on creativity frequently undervalues impact of ethical leaders on employee's creativity, even though leadership is one of the most important factors influencing employee's behavior and activities inside organizations (Asif et al., 2022). For instance, Shafiq et al. (2023) urged more academics to concentrate on the connection between organizational ethics and creativity due to the alarming rise in unethical business practices. Few researchers have looked at the creativity and moral leadership of social learning theory (Sarwar et al., 2023). However, there is a claim that it is extremely relevant and significant to look at relationship between creativity and ethical leadership in light of the contemporary business environment (Ye et al., 2023). The definition of ethical leadership is "demonstrating normatively acceptable behavior by one's own behavior and interpersonal interactions, and encouraging followers to follow suit through decision-making, two-way communication, and reward (Brown et al., 2005). In order to produce "right" designs, ethical leaders assist employees in making "right" judgments and following "right" processes (Al Halbusi et al., 2021). Furthermore, moral leaders and role models who frequently exhibit receptivity to reciprocal relationships strengthen progressive perspectives (Su et al., 2021).

Furthermore, when employees experience trial and error during the process of creating new ideas under the guidance of their moral leaders, they are more likely to accept failure rather than consider immoral behavior (Cialdini et al., 2021). This is because most followers see their leaders as role

models, and working with moral leaders enables them to honor their moral values (Brown et al., 2005). Moral managers who uphold an organization's code of ethics also serve as ethical leaders, encouraging their followers to act morally (Shiundu, 2024). Along with assessing the extent to which moral leadership impacts creativity, it is recommended that a mediator who explains psychological mechanisms from a conservation of resources perspective (Wadei et al., 2021). Social learning theory demonstrates that people are driven to acquire, preserve, and safeguard important resources in order to enhance green behaviours (Khan et al., 2022). Consequently, encouraging employees to engage in more environmentally responsible activities is essential, because employees are essential to environmental conservation, employers should be highly interested in getting them involved in sustainable efforts (Ercantan & Eyupoglu, 2022). Investigating the components required to inspire employees to adopt green habits is crucial because of the positive effects of EGB, several attempts have been undertaken to determine its causes (Tang et al., 2023). Furthermore, a variety of approaches to examining how employees engage in green behaviors have been developed by the present literature (Ababneh, 2021).

However, research on causes of EGB is still in its early stages and is even less advanced in developing countries like Pakistan (Saleem et al., 2021). As a result, there is a lack of understanding on ways in which organizations might instill EGB (Zacher et al., 2023). Theoretical concerns and contingencies concerning the relationship between organizational environmental behaviors and policies and EGB are still absent from current research (Sabbir & Taufique, 2022). There is also a dearth of information in the literature regarding the role of immediate leaders in encouraging employees to embrace eco-friendly activities (Liu et al., 2023). Consequently, there are increasing demands to investigate how followers' views of ethical leadership may influence their behavior at work (Li et al., 2023). Furthermore, little study has been done on how to promote environmentally friendly habits at work (Usman et al., 2023). The fact that most EGB research is theoretical and that

very few studies examine EGB experimentally is interesting (Katz et al., 2023). Therefore, by experimentally investigating the EGB parameters that differ from those reported in the literature, the current work seeks to close these gaps. This study explores how and under what circumstances ethical leadership might introduce EGB into businesses using an ambitious and unique design (Yang & Liu, 2022). Ethical leadership seems to be more applicable in this case than other moral/ethical-centered leadership theories including servant, authentic, and responsive leadership (Barinua et al., 2022). Essential elements of ethical leadership include fairness, role definition, power sharing, people orientation, ethical direction, honesty, and concern for sustainability (Elkhweildi et al., 2025). Self-awareness, moral viewpoints, relational transparency, balanced processing, and sincere behavior, on the other hand, are traits of ethical leadership.

2. Background theory and hypothesis development

2.1 Social Learning Theory

According to Bandura's social learning theory (1977), in order to act on ideas and provide insightful responses, one must observe, emulate, and follow the strategies employed by others. The friendly learning theory takes into account how human directness and wisdom are impacted by both biological and mental factors. In addition to watching attitudes and actions, learning and advancement happen through the imprint of disciplines and rewards a process called intervened reinforcing (Brown et al., 2005). The idea is that, aside from conflicts, people look to themselves for moral and ethical values before learning from leaders and good role models. Regarding social learning theory, Bandura (1977) concurs with operant frivolity and old-style formation. But he emphasizes two main points: a) Acts of intervention take place between improvements and solutions. b) Climate-based observational learning is used to acquire behavior. Thus, the social learning theory (Bandura, 1977), also known as social cognitive learning, serves as the theoretical basis for this review. The premise

behind Bandura's theory is that individuals can learn in social situations by watching, imitating, and modeling the actions of others. The social learning theory states that the ability to concentrate on many facets of other people's conduct, such as morality and ethical character, may develop significantly with the aid of positive role models and method demonstration (Bouckennooghe et al., 2015). Brown and Treviño (2014) expanded Bandura's theory of social learning by examining the implications of positive role models for moral understanding and behavior. This study's main focus was on authority models' ethical positions. The relationship between ethical leadership, employee's green behaviour and employee creativity is the main subject of this study, along with the implications for how employees are encouraged to be skilled and innovative in enhancing employee creativity. For this work, the Social Learning Theory (Bandura, 1986) is the theoretical underpinning. Employees' creativity is positively benefited by ethical leadership both directly and indirectly through EGB, according to the study's theoretical framework. Indeed, it is evident that creativity in EGB is fostered by ethical leadership. EGB for creativity has also been shown to improve employees' ingenuity.

1.1. Ethical leadership and Employee's creativity

Ethical leadership is linked to the growth of innovative practices and "cultures of creativity and innovation" in companies, in addition to dedication and internal motivation at work (Morelock & Hussein, 2021). When ethical management is incorporated into both formal and informal activity assignments, as well as in new tasks and challenges, employees are given the opportunity to envision and generate ideas that creatively contribute to the organization's processes (Haque & Yamoah, 2021). Most studies that look at how ethical leadership influences employees' creativity reveal positive relationships (Asif et al., 2022). Although two studies (Feng et al., 2018; Mo et al., 2019) found a curvilinear relationship between these two variables, suggesting that an adjusted perception of ethical

leadership is required to motivate creativity, it can generally be inferred that leaders who are identified as moral individuals and who promote ethical practices at work influence employees' creative actions by valuing their ideas, communicating effectively, boosting team confidence, inspiring innovative actions, strengthening their commitment to reaching goals and rising to the challenge, and acting in a way that is consistent with the organization's moral values. All of these traits encourage reciprocity among their workers, as evidenced by their open, impulsive, and uncontrolled sharing of fresh ideas (Chen, 2023).

When workers feel that organizational activities and/or decisions made by leaders are fair, they are more inclined to participate in cooperative behaviors where they assist the company outside of their job description (Cheng et al., 2022). Research has demonstrated a strong relationship between creative possibilities and cooperative behaviors (Callejas et al., 2025). Lastly, ethical leaders respect and tolerate employees' different viewpoints and values by cultivating trust, honesty, compassion, virtue, and fairness in their relationships (Islam et al., 2024). Ethical leaders support employees' autonomy, shape business culture, and value their perspectives which encourages employees' creativity (Liu et al., 2021). Numerous research show that honest leaders do not reduce uncertainty by allowing their subordinates to take chances (Zheng et al., 2021). Therefore, the following hypothesis is proposed:
Hypothesis 1: Ethical leadership is positively related to Employee's creativity.

1.2 Ethical Leadership and Employee's Green Behaviour

Leadership is a potent indication of EGB because leaders demonstrate their values via their behavior (Wu et al., 2025). The aforementioned sections have thoroughly examined the positive association between EGB and ethical leadership (Hameed et al., (2023). Daud et al. (2024) argued that specifically, it is believed that one important contextual factor influencing EGB is the Ethical leadership. An effective leader would therefore go above and above to enhance the workplace culture

(Arghode et al., 2022). When employees are aware of the company's culture, especially since it is heavily advertised, they become more excited about engaging in green initiatives. When ethical leaders have good directions during work then the green behaviour of employees will also be improved (Ahmad et al., 2021). So, the hypothesis can be mentioned as:

Hypothesis 2: Ethical leadership is positively related to Employee's green behaviour.

1.3 Employee's green behavior and Employee's Creativity

Actual behavior can be reliably replaced by behavioral intention (Conner & Norman, 2022). Employee's "green behavioral intention" is defined by Hasebrook et al. (2022) as their dedication to behave in a sustainable way. Why someone chooses to engage in particular activities depends on their personality, moral convictions, and attitude toward the activity (Yasir et al., 2021). Employee attitudes, intentions, and behaviors are influenced by a company's human resources management practices (Fawehinmi et al., 2024). More environmentally conscious workers would be encouraged by management to find creative and sustainable solutions to difficult problems (Usman et al., 2023). Additionally, ideas for redesigning procedures to be more ecologically friendly would be generated through worker creativity (Muisyo et al., 2022). Workers will feel more secure associating with such a responsible company, which will boost their sense of self as responsible citizens (Ismail & Hilal, 2023). Employees will believe their company is more ethical and accountable (Zhao & Zhou, 2021). An explanation of the hypothesis is provided below:
Hypothesis 3: Employee's green behaviour is positively related to employee's creativity.

1.4 Mediation of Employee's green behaviour between Ethical Leadership and Employee's Creativity

Although previous research has found moderating elements in this link, employee green behavior for creativity influences the relationship between ethical leadership and employees' creativity in corporate environments (Ahmad et al., 2022).

Zulfiqar et al. (2023) claim that green behavior on part of workforce always serves as a mediator between boss and employees, boosting capacity for creativity on both sides. Alowais and Suliman (2025) researched that employee’s green behaviour also when directly impacts on ethical leadership clearly boosts up the behaviour of leaders for attaining the organizational goal in progressive way. Given the significant impact that employee’s green behavior has on creative behavior and

connection between ethical leadership and organizational advancement, it is thought that when ethical leaders are successful in inspiring employees to act creatively at work, employees are more likely to do so (Masianoga & Govender, 2023). As a result, following hypothesis is proposed:

Hypothesis 4: Employee’s green behaviour mediates relationship between ethical leadership and employee’s creativity.

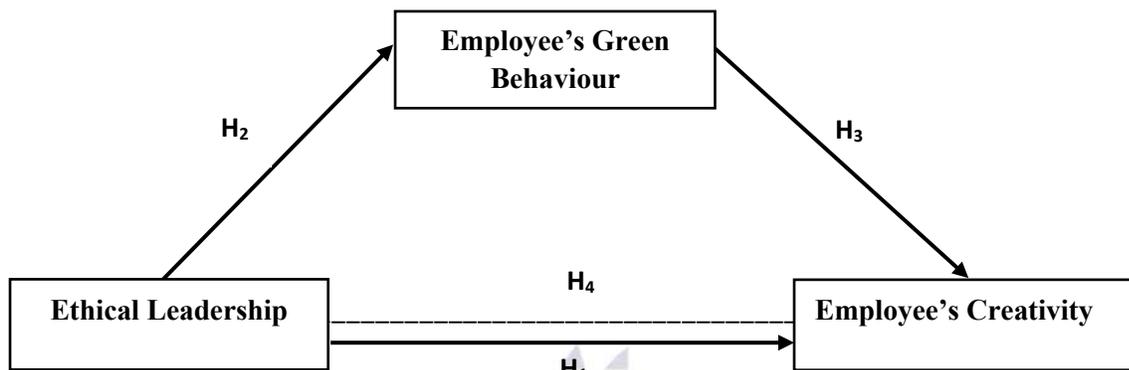


Figure 1: Hypothesized Model

3. RESEARCH METHODOLOGY

3.1 Research Design

Questionnaire surveys were used to gather primary data for quantitative approach. Random sampling approach is applied. Characteristics of three factor model creativity, green behavior, and ethical leadership were considered when determining sample size. Longitudinal data for study was obtained from a sample of 232 male and female leaders and employees from different production enterprises in Pakistan. According to Roscoe (1975), sample size should be between 30 and 500 are appropriate for most behavioural research. Utilizing a quantitative research methodology and a deductive approach to theory development, current work adopts a post-positivist perspective. Specifically, this study shows that employee’s creativity and ethical leadership are quantitatively correlated. It also looks into mechanisms that can explain this relationship by creating theoretical models based on cause and effect, as suggested by

social learning theory. Data were collected from two sources: employees (subordinates) and leaders (supervisors). In order to further validate the study, data were collected over a staggered period. During phase 1, employees/subordinates completed a questionnaire containing items related to ethical leadership. After 2 months, during phase 2, employees/subordinates completed a questionnaire that contained items related to trust in leader and openness to experience and leaders/supervisors filled questionnaires related to employee creativity. In order to match the employees’ responses of phase 1 to phase 2, the techniques were followed used by Carmeli et al. (2010). Of the 322 questionnaires distributed, 252 questionnaires were received. The final sample included 232 questionnaires after removing 20 questionnaires due to missing data. The overall response rate was 72%. Male subordinates made up the majority (66.7%). 23% of the population was between the ages of 18 and

25, 50.5% was between the ages of 26 and 33, 19.2% was between the ages of 34 and 41, 3.3% was between the ages of 42 and 49, and 4.0% was over the age of 50. After accounting for personnel qualifications, it was found that 4 percent had MS/Mphil degrees, 28% had master's degrees, and 68% had bachelor's degrees. Sixty-two percent have one to five years of job experience, seventeen percent have six to eleven years, three percent have twelve to seventeen years, and two percent have eighteen years or more.

3.2 Measures

Ethical leadership was assessed using the ethical leadership scale (EL) created by Brown et al. (2005), which consists of 10 items rated from 1 "strongly disagree" to 5 "strongly agree" at Likert scale. Some examples of scale items include "My supervisor has the best interests of employees in mind" and "My supervisor makes fair and balanced decisions". In this research, the EL showed high reliability (Cronbach's alpha 0.96). Employee's creativity was measured by using Liu and Shi's (2009) 5-item scale on employee creative behaviour (Cronbach's $\alpha = 0.94$). A sample item is, "I often share my new ideas to my peers and supervisors for their support and recognition." Employees rated the five statements by scoring them ranging from 1 (strongly disagree) to 5 (strongly agree) by applying Likert scale. EGB was measured using the 13-item scale developed by Graves et al. (2013). Each item was assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's α value was 0.87. The following is a sample item from this instrument: "I recycle and reuse materials". Norton et al. (2017) employed a similar scale with a Cronbach's alpha value of 0.92.

3.3 Control variables

Because these factors may have an impact on the associations of interest, individual demographic characteristics were included in the study (Debus et al., 2012; Zhou & George, 2001). As control variables, age, gender, and educational attainment were included. Age and gender, however, had no discernible relationship with the dependent variable. These two variables are excluded from

the final measurement model since they would reduce the number of degrees of freedom if they were included as nonsignificant control variables (Atinc et al., 2012). However, education was taken into account because it has been shown to be strongly associated with creativity. (Rawlings & Cutting, 2024).

3.4 Common Method bias

Several strategies are employed to lessen the potential for common method bias. First, the responses' confidentiality and privacy are guaranteed. Furthermore, no personally identifiable information may be included in the questionnaire. Additionally, the approval of the respondents is obtained before the survey is conducted. By doing these things, social desirability bias was lessened. Second, the questionnaire and the dependent, as the variables' close proximity may give the responders a shared context and prompt inquiries. Variables may prompt respondents to ask questions by giving them a shared context. According to Podsakoff et al. (2003), this can result in a skewed relationship between the two. Thirdly, the single factor test developed by Harman was also applied. Only 24.9%, or less than 50%, of the allowed variation could be explained by the unroasted solution's single component, according to statistical experts.

3.5 Data Analysis and Results

Structural equation modeling through LISREL 8.80 (Jöreskog & Sörbom, 2006) was used to test hypotheses. Quantitative data and deductive approach are applied. The unit of analysis is both individual level and group level. Employee green behaviour is the group level and ethical leadership and employee's creativity are individual level of unit of analysis.

3.6 Confirmatory Factor Analysis

The measurement model has three factors. The Confirmatory Factor Analysis (CFA) showed a good model fit to the data. According to Hoyle (2012), following fit indexes are used to examine the model fit: Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), and Standardized Root Mean Squared

Residual (SRMR). The measurement model fit the data well ($\chi^2/df = 2.28, p < 0.001$; RMSEA = 0.08; CFI = 0.95; TLI = 0.94; SRMR = 0.05). To further test the discriminant validity of the measurement model, a series CFAs are conducted to test the model fit of alternative models. Firstly, a two-factor model was tested (ethical leadership combined with employee’s green behaviour and creativity). The fit results did not show a good fit to the data

(RMSEA = 0.17; CFI = 0.71; TLI = 0.68; SRMR = 0.21; $\chi^2/df = 2.77, p < 0.001$). Second, a one-factor model was tested (combining all three factors). The model fitted the data poorly (RMSEA = 0.23; CFI = 0.57; TLI = 0.55; SRMR = 0.11; $\chi^2/df = 3.51, p < 0.001$). Therefore, the measurement model shows a satisfactory discriminant validity (Hoyle, 2012).

Table 1. Confirmatory factor analysis results

Model	X2/df	P Value	RMSEA	CFI	TLI	SRMR
Measurement Model	2.28	< 0.001	0.08	0.95	0.94	0.05
1-factor Model	3.51	< 0.001	0.23	0.57	0.55	0.11
2-factor Model	2.58	< 0.001	0.17	0.71	0.68	0.21

3.7 Reliability and Validity

The reliability of the scales was assessed using Composite Reliability and Cronbach Alpha values. The results showed that the values of both dependability measures were higher than the 0.70 cutoff value (Hair et al., 2019). Likewise, validity was assessed using AVE values and convergent validity. For convergent validity, every observed variable was successfully loaded into its associated latent construct (having regression weights greater than 0.70). Additionally, the AVEs for every variable exceeded the recommended cut-off value of 0.5. Reliability is the internal consistency of

measuring variables, according to Sekaran and Bougie (2016).

The results of validity and reliability analyses are shown in Table 2. Finally, the criteria provided by Fornell and Larcker (1981) were used to assess the discriminant validity. AVE values for each of the latent constructs in the suggested model were found to be higher than the square of all correlations (shared variances) in the correlation matrix. Discriminant validity was therefore not a problem to disclose. Table 2 displays the latent constructs' correlation and discriminant validity.

Table 2. Reliability and validity of scales.

Variable	Items	Alpha	CR	AVE	MSV
Ethical Leadership	10	0.96	0.81	0.57	0.32
Employee’s Creativity	5	0.94	0.91	0.50	0.29
Employee Green Behavior	13	0.87	0.72	0.59	0.43

3.8 Descriptive Statistics

The descriptive data and control parameters for the study are shown in Table 2. The mean and standard deviation display the data dispersion and central tendency. Kurtosis and skewness are two other criteria that are used to assess normality. Ethical leadership, Employee’s green

behaviour and Employees creativity mean values are 4.99, 5.85, and 5.92, respectively. The mean value of Employee’s creativity seems to be higher than that of other factors, suggesting a stronger understanding of the participants' Employee’s creativity.

Table 3. Correlation matrix between studied variables

Variable	Mean	SD	Skew	Kur
Ethical leadership	4.99	0.98	-1.81	1.34
EGB	5.85	1.87	-1.47	1.38
Employee’s Creativity	5.92	0.91	-1.74	2.01

SD = Standard Deviation, EGB = Employee’s green behaviour, ** p < 0.01, Skew stands for Skewness, Kur is Kurtosis.

All of the variables' standard deviation values fall inside the range, and there is very little data dispersion. The normality of the variables caused the skewness and kurtosis values to range from +2.58 to -2.58.

3.9 Hypothesis Testing

Table 4 shows the direct and indirect effects. Employee’s creativity is found to be impacted by Ethical leadership. The results demonstrated that Employee’s creativity was positively and statistically significantly impacted by Ethical Leadership at 0.27 (95% CI [0.03, 0.47]). EC thus rises by 0.27 units for every unit increase in EL. According to the study's first hypothesis, Ethical leadership improves Employee’s creativity. Additionally, a statistically significant and favorable correlation between EC and EL was demonstrated by the studies. Therefore, the first hypothesis is adopted. There is a relationship between the EL and EGB. The results showed that EL had a favorable and statistically significant effect on EGB at 0.28 (95% CI [0.04, 0.31]). The study's second hypothesis states that employees'

green behavior is positively impacted by ethical leadership. Thus, for every unit increase in EGB, EC increases by 0.28 units. Additionally, the investigations showed a positive and statistically significant association between EL and EGB. As a result, the second hypothesis is accepted.

Additionally, research confirmed that EGB had a beneficial and statistically significant impact on EC (0.25, 95% confidence interval [0.02, 0.39]). Consequently, EC increases by 0.25 units for every unit increase in EGB. Thus, it is also accepted that Employee’s green behaviour improves Employee’s creativity. So, the hypothesis 3 is accepted. Table 4 shows the mediating effect of EGB between EL and EC. The research outcomes proved a substantial and positive mediation of EGB on EL and EC connotation 0.38 (95% CI [0.19, 0.49]). Moreover, research also assessed the entire effect of EL on EC 0.651 (EL→GC + SL→GKS→GC = 0.27 + 0.38 = 0.65). Thus, the percentage of the mediation consequence of EGB was 58% (0.38/0.65 =0.58). The mediation of EGB on the direct impact of EL on EC is Hypothesis 4. So, Hypothesis 4 is accepted as well.

Table 4. Summary of Direct and indirect effects

	Coefficient	Sig.	BC 95% CI	
			Lower	Upper
EL→EC	0.27*	0.00	0.03	0.47
EL→EGB	0.28	0.00	0.04	0.31
EGB → EC	0.25*	0.00	0.02	0.39
EL→EGB→EC	0.38	0.00	0.19	0.49

Notes: Sig. = Significance, CI = Confidence Interval, EL = Ethical Leadership, EC = Employee's Creativity, EGB = Employee's Green Behaviour, * $p < 0.01$, ** $p < 0.05$

4. Discussion

Drawing on social learning theory, it was conducted by studies to explore the link between ethical leadership and employee's creativity, and the role of employee's green behaviour as a mediator. According to Lu et al. (2020), promoting and inculcating employee green behavior is the central pathway for organizations to promote sustainable development and to recognize their social responsibility. The literature has further concluded that ethical leadership minimizes employees' unethical behaviors (Dumont et al., 2017; Khan et al., 2019 and Kuenzi et al., 2020) and is significantly related to various employee work outcomes. Ethical leaders establish the moral tendency of organizations (Boiral et al., 2015). Therefore, employees' workplace attitudes and behaviors are influenced by ethical leadership (Junsheng et al., 2020). Following the social learning theory of Bandura (Bandura, 1986) we proposed that ethical role modelling comes from leaders who influence the climate by displaying behaviors and establishing trust that align with their words.

Study's findings demonstrate that, in addition to directly influencing creativity, ethical leadership also indirectly influences employees' perceptions of the company's support of creative endeavors (Shafique et al., 2020). This illustrates how moral behavior and supportive work environments influence employees' willingness to respond with open, collaborative displays of creative engagement that can promote development and innovation while completing tasks, projects, and activities at work (Liu et al., 2023).

Therefore, through organization's creative support systems, ethical leaders foster an environment of integrity and trust that can help reduce risks involved in behaving creatively (Ughulu, 2024). As a social learning phenomenon, it is also clear that employees are more likely to respond positively and creatively when they perceive that their

organization supports them and that its leaders are acting ethically by building trust and encouraging creative environments (Subedi & Bhandari, 2024).

Researchers found that green behavior among employees, which is positively connected with creativity under stress, was positively correlated with ethical leadership. This is due to fact that adopting green behavior can be both resource-producing and stress-reducing (Brown, 2018). Previous studies have shown that moral leaders offer job-related resources to enhance psychological empowerment (Tu et al., 2019), enhance employee well-being (Kanwal et al., 2025), and have other positive benefits. These findings are based on social learning theoretical framework. Since ethical leadership and employee's green creativity are clearly correlated, it is better understood how ethical leadership can encourage people to adopt employee's green behaviour and employee's green creativity. Discovery of a strong and direct correlation between EGB and employee creativity adds to body of research on creativity by bringing attention to one interpersonal element that can foster creativity. Shi et al. (2024) recently called for research on elements that explain intraindividual variability in creativity.

This study suggests that employees engage in innovative and creative tasks at work as well as green practices to encourage their creativity. According to research on mediation function of green behaviors among employees, these actions are crucial for bridging gap between ethical leadership and creativity. Employee creativity may be particularly affected by stress, and their ability to acquire resources through green behavior is a prerequisite for sustaining green creativity. This conclusion also emphasizes significance of green behaviors as a way to overcome challenges and sustain a creative attitude, especially in high-pressure settings. Our discovery of mediating role of green behaviors among employees clarifies how

moral leadership may assist employees in turning green practices into assets for creativity.

Employees are less likely to become innovators without the help of their ethical leaders, even when they are keeping an eye on them. This emphasizes how important it is for leaders to support and encourage the adoption of green practices. Additionally, this study adds to the body of knowledge on creativity by examining its "dark side," which might involve unintended consequences and unfavorable effects including work-family conflict (Jamal et al., 2023). Prior studies have frequently ignored possible drawbacks of creativity, and our research offers a more sophisticated understanding of circumstances in which creativity can be encouraged and supported in a stressful setting. Building upon social learning theory, it expanded on earlier research in this field by emphasizing the importance that ethical leadership and employee's green behaviors play in fostering creativity. Findings offer more proof of how ethical leadership fosters creativity and indicate that encouraging employees to adopt green behaviour can be a useful tactic for resolving issues related to consistent green creativity in all types of workplaces.

4.1 Theoretical Implications

This study contributes to the body of current knowledge in a variety of ways. First of all, it advances and broadens our understanding of how worker creativity is impacted by ethical leadership dynamics. While research has shown that ethical leadership increases employee creativity, this study adds a novel mechanism of employees' green behavior between ethical leadership and creativity. As a result, this study advances our knowledge of how moral leadership affects attitudes, behaviors, and behavior while also supporting employees in performing their jobs. The importance of leaders' capacity to inspire followers to be creative has been emphasized in earlier research on creativity. The leader's ability to think dialectically reinforces the impact of followers' self-efficacy on creativity at the team level (Li et al., 2024).

By expanding on the social learning theory and establishing a new mediator employee green

behavior that explains the indirect relationship between creativity and ethical leadership, the study contributes to the body of research. This study demonstrates how considering ethical leadership from the perspective of social learning theory can guide innovative research. It has been shown that working in an atmosphere that encourages socially conscious behavior fosters creativity.

4.2 Practical Implications

There are various managerial ramifications to the current study. Leaders should clearly communicate a moral vision that encourages staff members to assume more moral responsibility and risk for their work at all organizational levels in their efforts to foster creativity. This would increase employee awareness of their creativity by encouraging green behavior, establishing a friendly environment, and implementing confident organizational procedures (Zafar et al., 2025). Employee creativity would be positively impacted by moral leaders if there was a high degree of trust. Every company purchases resources that contribute to gaining and maintaining a competitive edge in order to succeed in the market.

Organizations in the market encounter both opportunities and threats, and in order to take advantage of former and steer clear of latter, they want resources that allow them to manage them efficiently. Each resource has advantages of its own, but human resources form foundation of company, bringing in creativity and innovation to take advantage of opportunities and fend off dangers. According to the social learning theory (Bandura, 1986), human resources have economic value at work as well. Their worth is based on their knowledge, skills, and capacities, among other things. Being receptive to new experiences demonstrates economic value, which is established by their inventive and creative actions to give businesses a competitive edge.

Current study gives organizations a thorough understanding of how to develop their employees' personalities to become more creative, curious, original, broad-minded, intelligent, and artistic. This will help them generate and implement innovative ideas that will contribute to the

organization's innovation and give it a sustainable competitive edge in the marketplace. This course offers a comprehensive understanding of organizations and how they might adapt to the demands of a dynamic and changing environment. Increased market competition is the outcome of a shifting environment. Organizations require skilled workers that can come up with innovative ideas in response to changes if they want to maintain a competitive edge in the market. A company's unique and non-replaceable human resources aid in gaining and preserving a competitive edge.

To innovate and adapt to the evolving needs of its clientele, the company needs creative individuals who can generate and execute unique ideas. This will help to cultivate an innovative and creative culture within the company. For creative brains to investigate, accept, and take into account novel and unfamiliar concepts and experiences, they need to have an open mind (Gomez, 2024). The current study will assist firms in improving learning, cultivating an inventive and creative culture to adapt to a changing environment, and maintaining a competitive edge in the marketplace. Organizations had to deal with unstable and unclear environmental conditions, which caused employees to lack initiative, motivation, hard effort, dedication, care, creativity, efficiency, effectiveness, and focus. This study will help businesses bridge this gap by enhancing learning, cultivating a spirit of innovation and creativity to adjust to shifting circumstances, and preserving a competitive advantage in the market.

4.3 Limitations and Future Directions

This study has a few shortcomings that require consideration. First, relationship between ethical leadership and creativity with mediating role of employee's green behaviour was examined. But there are a lot of additional mediating characteristics that can be crucial in the relationship between creativity and ethical leadership. Therefore, it is advised that future researchers look into the factors that mediate the relationship between creativity and ethical leadership. Second, the research is correlational in

nature, which restricts our capacity to support the idea that creativity and ethical leadership are causally related. Even if the predictor and dependent variable were collected in a variety of methods, the influence of common method variance cannot be completely ruled out because the data was derived from self-report.

Future researchers ought to consider collecting samples from companies that uphold moral principles but may have leaders who act unethically on a daily basis. For example, leaders find greater unethical behavior in business related tasks when they see a circumstance as competitive (Jha and Singh, 2023). Third, according to social learning theory, additional potential mediators may help to clarify indirect relationship between creativity and moral leadership. One strategy to recover resources from workplace is psychological detachment. Allowing employees to take a break could be a useful strategy for encouraging moral leadership and creativity at work.

Conclusion

The study's methodology revealed a positive correlation between employees' creativity and ethical leadership, as demonstrated by their green conduct. Purpose of this study was to examine the relationship between ethical leadership and employee creativity as well as the function that green behavior plays as a mediator. It has been determined that having moral leaders and an organization that values creativity promotes a diversity of viewpoints, behaviors, and ideas in organization and inspires workers to come up with new ideas. Through its overtly moral stance, ethical leadership clarifies how moral leaders encourage right behavior that advances larger organizational goals, including growth of employees' creativity, through organization's processes, such as encouraging creativity.

Resources are developed within company by moral leaders for employees who encounter short term challenges while developing their inventive skills. Consequently, resources acquired encourage the employees' inventiveness. Specifically, it was investigated and shown that moral leaders promote environmentally conscious conduct among their employees and that when

employees receive encouragement from their leaders and peers, they become more creative. According to the study's conclusions, companies should support the growth of moral leaders and choose leaders who uphold high moral standards in order to foster their employees' innovative thinking. Green behavior is something that should be promoted among employees since it bridges the gap between moral leadership and creativity.

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