

Green Transformational Leadership on Individual Green Performance in Chinese Chemical Companies:

**The Mediating Role of Creative Process Engagement and
Green Creativity, and the Moderating Role of Individual
Environmental Awareness**

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-Introduction-

The natural environment is under tremendous pressure because of the rapid economic growth. Environmental destruction brought on by global warming and environmental pollution is gaining popularity. In both society and academia, environmental protection has become a hot topic. As a traditional chemical company, it is important to reconsider the outdated business development model, develop innovative green initiatives for long-term growth, and choose approaches to address environmental issues when developing new products.

Determining how to actively encourage employees' green performance while balancing environmental issues is therefore extremely difficult for chemical companies in the current social and economic environment. At the same time, academic circles have started to pay more attention to environmental leadership. The goal of this study is to enhance the relevant green performance of employees by changing the leadership style to foster their creativity. When the leaders of chemical companies' leadership styles fail to address this issue, they must modify the conventional employee management model. Green transformational leadership is a management approach whereby leaders inspire staff to meet and surpass environmental performance standards. Leaders encourage staff members to develop to their full potential in order to enhance related green performance.

To investigate the effect of green transformational leadership on individual green performance, employees of Chinese chemical companies were invited to take part in a survey. Individual environmental awareness was a moderating variable, while creative process engagement and green creativity were mediating variables in this main effect. 623 valid questionnaires from 98 teams (98 leaders and 525 employees) were collected, and the hypothesis

was tested using SPSS 26.0 and HLM 6.0. The findings revealed that (1) green transformational leadership has a positive impact on individual green performance; (2) creative process engagement has a positive impact on individual green performance; (3) green creativity has a positive impact on individual green performance; (4) green creativity and creative process engagement has a mediating effect on the effect of green transformational leadership and individual green performance; (5) Individual environmental awareness has a positive moderating effect on the effects of green transformational leadership and green creativity. The study will then go over its theoretical and practical implications, as well as its limitations and future research goals.

Catalogue

Chapter 1 Introduction	1
Section 1.1 Research background	1
Section 1.2 Research Objectives	9
Chapter 2. Literature Review	13
Section 2.1 Green Transformational Leadership and Individual Green Performance	13
Section 2.2 The mediating role of Creative Process Engagement	21
Section 2.3 The mediating role of Green Creativity	29
Section 2.4 The sequential mediation effects of Creative Process Engagement and Green Creativity	37
Section 2.5 The moderating role of Individual	

Environmental awareness	40
Section 2.6 Research Model	44
Chapter 3 Research Methodology	46
Section 3.1 Sample and procedure	46
Section 3.2 Measures	51
Chapter 4 Empirical Result	56
Section 4.1 Reliability analysis	56
Section 4.2 Factor analysis	57
Section 4.3 Correlation analysis	66
Section 4.4 Test of hypothesis	70
Chapter 5 Conclusion	96
Section 5.1 Results Summary	96
Section 5.2 Implication	98

Section 5.3 Limitation and future research direction	107
References	111

Chapter 1 Introduction

Section 1.1 Research background

Nowadays, increasing environmental pressure and the natural deterioration have become critical challenges for human beings. The issues of protecting the environment has become increasingly important to the international community, the Chinese government, academia, and industry alike(Zhao et al., 2022).

As China's environmental regulation becomes more stringent, stakeholders of Chinese chemical companies are under increased pressure to meet environmental requirements and regulations. Therefore, this puts forward increasingly stringent requirements on the compliance management and operation of chemical enterprises (Zhang et al., 2020). In 2019, the Chinese government issued a bill stating that the current chemical companies, which are traditional enterprises, should actively introduce new business models, and leaders should set an example and change the previous business style.

While paying attention to environmental issues, better promoting the individual performance of employees and promoting the long-term development of the enterprise is the key to the current business development of the enterprise.

The environmental pollution of chemical companies is higher than that of other industries, and a new leadership management model is urgently needed to lead chemical companies to make changes in the environmental field and reform and innovate the management models of chemical companies (Yuan et al., 2021). The pro-environmental behaviors made by green transformational leaders in the workplace can subtly shape the cognition of employees, so that employees can gradually comprehend and learn the environmental protection values conveyed by leaders. Managers play a role model with their own influence. Facilitate the long-term development of creative green performance in employees through a management approach in which leaders motivate employees to achieve and exceed environmental performance. In chemical enterprises, green transformational leadership is usually manifested in that green transformation leaders are more environmentally

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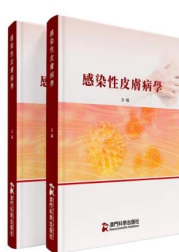


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