

Linking Inclusive Leadership to Organizational Citizenship Behaviour for the Environment: A Mediation Approach

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ABSTRACT

Purpose—The current study examines the effect of inclusive leadership on employees' organizational citizenship for the environment (OCBE) in the banking division of Pakistan. Furthermore, it investigates the parallel mediating roles of green work engagement and perceived control perceived by employees to establish their level of participation in sustainable practices.

Study Design/methodology/approach—A quantitative research design was used with a sample of 247 bank employees in Pakistan. Data were collected via questionnaires using convenience sampling. Descriptive statistics were analyzed using IBM SPSS Statistics, whereas structural associations and mediation effects were analyzed using SmartPLS.

Findings—The outcomes show that inclusive leadership has a significant positive influence on the OCBE. Both green workplace engagement and perceived control act as effective mediators, demonstrating that employees are more willing to adopt environmentally friendly behaviours when they have the support of inclusive leaders who foster their confidence and participation in green practices.

Practical Implications—The results recommend that banks can reinforce sustainable workplace behaviours by promoting inclusive leadership styles. By nurturing an environment that supports responsible workplace behaviour and increasing employee engagement and perceived control over environmentally friendly conduct, banks can reduce harmful environmental impressions and integrate sustainability into their daily operations.

Originality/Value—This research contributes to the limited research on leadership-driven environmental behaviour in Pakistan's banking sector. It uniquely examines two parallel mediators, offering deeper insights into how inclusive leadership can promote voluntary employee environmental action and foster sustainability in a high-impact industry.

Keywords: Perceived Behavioural Control, Planned Behaviours Theory, Green Work Engagement, Inclusive Leadership

JEL Classification Codes: Q01, M10, M14

1 | INTRODUCTION

Due to alarming environmental changes and the rapid increase in industrialization, the planet has become more vulnerable to natural disasters ([Gull et al., 2023](#); [Mohammad et al., 2020](#); [Parveen et al., 2025](#)). Environmental degradation is considered a global problem, and many industries, including banking, are under pressure to reduce it. By adopting environmentally friendly practices, banks seek to improve their opportunities. To promote sustainable practices, they aim to align their operations with environmental concerns ([Ayay-Arista et al., 2025](#)). Financial viability, social responsibility, and environmental management can all be improved through sustainable banking ([Azad & Devi, 2024](#)). Sustainable initiatives in the banking sector significantly impact the ecosystem ([Salim et al., 2023](#)). Banks are essential for economic progress, but they also have a significant environmental impact. Promoting the adoption of sustainable practices by employees remains complex. In banking, the success of these practices depends on employee behaviour and leadership. To drive sustainable practices in the banking sector, a thorough understanding of these variables can be helpful ([Eladawi et al., 2024](#)). Companies can increase their competitive advantage and market share by implementing green strategies in their operations, as customers prefer companies that prioritize environmental conservation ([Saputra et al., 2023](#)). Environmental management is crucial, and addressing environmental issues requires the implementation of inclusive policies, the result of inclusive leadership. Employees' confidence in implementing sustainable practices is influenced by inclusive leadership and the organization's efforts to adopt green practices ([Iddagoda et al., 2021](#)).

Environmental concerns can help individuals recognize the impact of their actions on the environment and inculcate a sense of responsibility to preserve and protect ecosystems ([Fatima et al., 2023](#)). The body of research addressing environmentally hazardous challenges and their consequences in Pakistan is still limited. Organizational citizenship for the environment (OCBE) is still underexplored in many businesses ([Cheema et al., 2020](#)). There is a need for further research in this area ([Khan et al., 2021](#)). Many scholars have studied the green of employees influenced by leadership. Although research on various leadership styles in OCBE is expanding, there is limited research on the influence of inclusive leadership ([Li et al., 2020](#)). This study examines how inclusive leadership influences the OCBE, with green work engagement and perceived control as mediating variables, to address this research gap.

1.1 | Research Objectives

The following are the study objectives.

1. To investigate the influence of inclusive leadership on employees' organizational citizenship for the environment, green work engagement and perceived control.
2. To investigate the influence of green work engagement and perceived control behaviour on employees' organizational citizenship for the environment.
3. To find the mediating role of green work engagement and perceived control between the Inclusive Leadership and Organizational Citizenship for the environment of employees.

2 | LITERATURE REVIEW

2.1 | Inclusive Leadership (IL) and Organizational Citizenship Behaviours for the Environment of Employees

In the extant literature it is argued that the integration of employees into sustainable practices within an organization is driven by inclusive leadership. Rather than simply directing subordinates, this leadership style promotes active dialogue and participatory norms that facilitate collaborative strategic planning of green initiatives within a team or organization, thereby supporting employees' organizational citizenship trajectory in favor of the environment ([Roberson & Perry, 2022](#)).

A leader who prioritizes sustainability over personal interests to achieve eco-friendly corporate goals sets an example for others. Finally, by empowering their team and holding them accountable for their actions, particularly in the environmental areas they oversee, an inclusive leader nurtures social responsibility among their followers ([Jolly & Lee, 2021](#)). Inclusive leadership aims to build relationships with subordinates so that the whole team is involved in green engagement. The interaction between a leader and their subordinate influences the green engagement. If the leader is sensitive to sustainable practices, employees also place great importance on them, as they view their leader as an exemplar ([Ain et al., 2023](#)). Previous research has shown that inclusive leadership is more likely to support sustainable practices in organizations and is more active in implementing them. Inclusive leadership eventually fosters environmentally responsible among employees by providing opportunities for them to engage freely in OCBE ([Brantmeier & Webb, 2020](#)). In this context, organizations with employees who demonstrate a strong commitment to green work engagement may derive greater benefits from leadership that incorporates organizational citizenship for the environment and upholds environmental principles. Employees are more likely to align with OCBE objectives and strategies when leaders effectively communicate them ([Alwheshi et al., 2024](#)). Inclusive leadership prioritizes employees through connections and feelings ([Byrd, 2022](#)). Therefore, employees feel free to express their sustainable ideas because an inclusive leader welcomes employee ideas and takes an interest in their workforce's aspirations. They practice OCBE freely without fear ([Sarmad et al., 2023](#)). So, it is hypothesized that:

H1: *Inclusive leadership has a significant influence on organizational citizenship for the environment of employees.*

2.2 | Inclusive Leader (IL) and Green Work Engagement (GWE)

Green work engagement measures and investigates the relationship between the pursuit of OCBE and inclusive leadership. The strength of sustainability lies in its connection to the goal of green engagement ([Hu et al., 2024](#)). An inclusive leader offers an environment conducive to developing creative solutions for green work engagement. For long-term sustainable practices, these creative ideas lead to the adoption of environmentally friendly procedures and a more efficient use of natural resources ([Zhu et al., 2020](#)). Inclusive leadership is crucial for creating an environment that embraces employees' diverse ideas on green engagement. To achieve the objective of sustainable practices, leaders and their subordinates are responsible for focused effort ([Amjad et al., 2024](#)). Inclusive leaders support the OCBE concept by encouraging green workplace engagement and nurturing the organization's environment, both of which are necessary to develop creative

solutions for green involvement. Inclusive leadership can foster an environment where employees are actively involved in green practices, and IL can respect employees' positive attitudes toward green engagement ([Patwary et al., 2023](#)). The literature review emphasized the importance of inclusive leadership in promoting GWE. Therefore, it is hypothesized that:

H2: *Inclusive leadership significantly influences green work engagement.*

2.3 | Green Work Engagement (GWE) and Organizational Citizenship Behaviours for the Environment of employees (OCBE)

Voluntary, specifically organizational citizenship for the environment, is a form of conduct in which employees at all organizational levels may engage without the expectation of formal rewards. Employees exhibit OCBE due to their concern for the natural environment. Nevertheless, the ecological performance of a firm's employees and the implementation of green growth strategies can be significantly enhanced through green work engagement initiatives ([Gustiah & Nurhayati, 2022](#)). Employee participation in green work engagement is crucial for businesses to achieve sustainability objectives. The efforts of organizations to adopt environmentally friendly policies, sustainable practices, and reduce the use of natural resources are truly inspiring to employees who try to control their harmful ([Côté et al., 2021](#)). To enhance environmental performance, employees who maintain green engagement demonstrate they are exceeding the basic requirements of OCBE that are not formally required by their job descriptions ([Tuan, 2022](#)). Employees increase their green engagement by aligning their job responsibilities with OCBE and achieve their sustainable goals by aligning their daily operations with green involvement ([Kuuyelleh et al., 2021](#)). Therefore, it is hypothesized that:

H3: *Green work engagement significantly influences OCBE.*

2.4 | Inclusive Leadership (IL) and Perceived Control Behaviours (PCB)

An inclusive leader creates an environment in which employees are encouraged to control by increasing their autonomy and competence. Employees' confidence increases when their opinions are respected and they are involved in decision-making; their OCBE improves significantly, and they feel more in control of their when the leader is inclusive and prioritizes sustainable practices ([Badar & Siddiquei, 2025](#)). Perceived control over shaped the intention to engage in sustainable practices ([Kumar, 2019](#)). Perceived control is characterized by a schema that enables individuals to adjust in line with sustainable practices. Individuals who perceive they have control over there are more engaged in sustainable practices ([Liu et al., 2022](#)). Leaders who can consider different viewpoints on sustainable practices and modify their views on green involvement are characteristics of the inclusive leader ([Sharma & Sabharwal, 2025](#)). Furthermore, inclusive leadership makes employees more accountable for environmentally friendly practices within the organization ([Murad & Li, 2025](#)). Therefore, it is hypothesized that:

H4: *Inclusive leadership has a significant influence on the perceived control of employees.*

2.5 | Perceived Control Behaviour and Organizational Citizenship Behaviour for the Environment of Employees

Perceived control is the central component of planned behaviour theory and has been used in numerous previous studies to examine employee attitudes toward sustainable practices. Actual behaviour and behavioural intentions are significantly influenced by perceived control. It refers to the degree to which people believe they possess the necessary resources and opportunities to engage in environmentally responsible actions ([Tucker et al., 2020](#)). Sustainable practices and employees' perceived control are highly influenced by this perception, and employees with this perception are more likely to engage in environmental actions. Perceived control exerts a strong influence when combined with strong personal conviction and greater loyalty toward environmental sustainability ([Nghah et al., 2021](#)).

Employees with a greater inclination toward environmentally friendly practices exhibit elevated PCB levels; the sustainability outcome is significantly influenced by controlling their negative behaviours, which are considered hazardous to the environment. Promoting leadership and the efficient use of natural resources can improve the OCBE, as many organizations are attempting to incorporate sustainability into their culture. The dynamic relationship between PCBs and OCBE in organizations can be explored in future longitudinal research ([Wang et al., 2025](#)). Therefore, it is hypothesized that:

H5: *Perceived control has a significant influence on organizational citizenship for the environment of employees.*

2.6 | The Mediating Role of Green Work Engagement between Inclusive Leadership (IL) and Organizational Citizenship Behaviour for the Environment (OCBE)

When leaders are more supportive and encourage employees to adopt sustainable practices, employees are more motivated and are more likely to express innovative ideas for green engagement in the organization ([Bhutto et al., 2021](#)). More empowered employees are more likely to engage in green initiatives ([Kwarteng et al., 2024](#)). Additionally, inclusive leadership takes into account employees' voices regarding green engagements and enhances OCBE ([Kanwal et al., 2019](#)). A promising connection between IL and OCBE is created by the GWE ([Hadi et al., 2019](#)). GWE is the willingness to work with enthusiasm, dignity, and encouragement in support of environmental and green initiatives. High GWE benefits the business by demonstrating environmental consciousness. Inclusive leaders allow employees to go beyond their roles to perform OCBE ([Tran, 2023](#)). The connection between inclusive leadership and green organizational citizenship with mediating role of green work engagement is well delineated by [Abdou et al. \(2023\)](#). Thus, it is hypothesized that:

H6: *Green work engagement acts as a mediator between inclusive leadership and organizational citizenship in the work environment.*

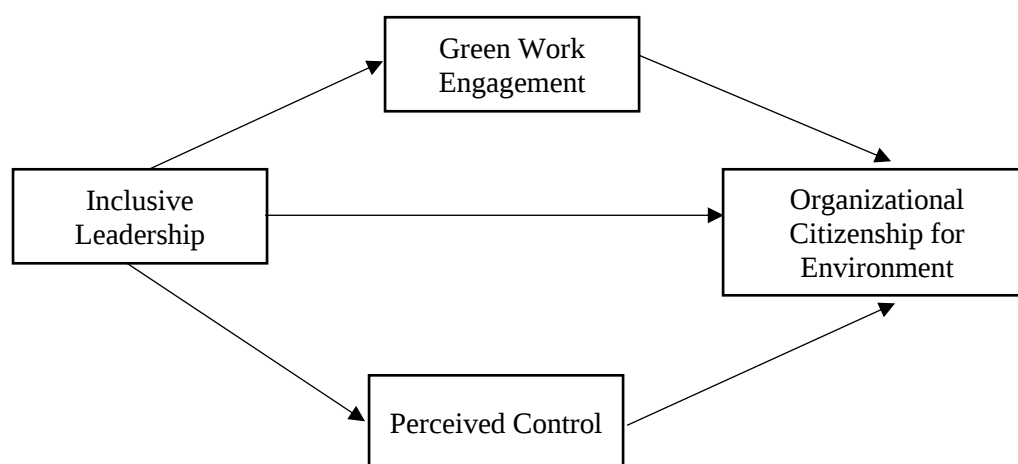
2.7 | The Mediating Role of Perceived Control Behaviour (PCB) between Inclusive Leadership (IL) and Organizational Citizenship Behaviour for the Environment (OCBE)

Employees who encounter inclusive leadership feel more confident and perceive fewer barriers to executing their environmental practices. To increase participation in discretionary sustainable practices, PCB enhances its credibility ([Fawehinmi et al., 2024](#)). PCB is a crucial component that links employees' OCBEs to leadership. Inclusive leaders advance by reducing risk and giving employees the voice, resources, freedom, and encouragement they require to take action ([Khalid et al., 2022](#)). There are many factors, but one important mediator in encouraging environmental is perceived control ([Salleh et al., 2024](#)). Previous research provides significant insight into PCBs, aiding in understanding sustainable practices over the long term ([Paiman et al., 2024](#)). Employees are more likely to engage in environmentally sustainable actions when they perceive such as easily achievable, owing to the organization's and its leadership's inclusivity and responsive engagement ([Afridi et al., 2021](#)). Therefore, it is hypothesized that:

H7: *Perceived control mediates the relationship between inclusive leadership and organizational citizenship for the environment.*

Figure 1

Proposed Theoretical Framework



3 | METHODOLOGY & DESIGN

Grounded in theories and statistical analysis to test hypotheses, this study adopted a quantitative, descriptive approach. Google's online platform was used to collect employee data ([Jabbar et al., 2025](#)). This study employed a cross-sectional time frame and a convenience sampling strategy to collect data from 247 participants. The study's target population comprised public- and private-sector bank employees in managerial and non-managerial positions.

3.1 | Measurement Tools

Participants in this study responded on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The questionnaire was consisting of four sections and adapted from several authors listed below.

3.1.1. *Organizational Citizenship Behaviour for the Environment*: To measure organizational citizenship behaviour for the environment of employees, we adopted a scale from the study of [Paillé et al. \(2014\)](#). The scale consists of 11 items. The sample item is “*In my work, I consider my actions before doing something that could affect the environment*”. The Cronbach alpha of this scale is 0.92.

3.1.2. *Green Work Engagement*: To gauge green work engagement, a six-item scale was used from the study of [Schaufeli et al. \(2006\)](#). The sample item is “*I am enthusiastic about my environmental tasks at my job*”. The Cronbach alpha of this scale is 0.88.

3.1.3. *Perceived Control Behaviour*: A four-item scale from the study by [Masud et al. \(2015\)](#) was used to assess the perceived control behaviour. The sample item is “*If everyone takes action, we could reduce the impact of climate change*”. The Cronbach alpha of this scale is 0.82.

3.1.4. *Inclusive Leadership*: To measure inclusive leadership, we adopted the scale from the study of [Carmeli et al. \(2010\)](#). It consists of eight items. The sample item is “*My manager is attentive to new opportunities to improve work processes*”. The Cronbach alpha of this scale is 0.91.

4 | RESULTS AND ANALYSIS

4.1 | Demographic Details

Descriptive analysis is performed using IBM SPSS Statistics. Classifying and analyzing unprocessed data to get valuable insights that aid in decision-making is known as data analysis ([Haider et al., 2025](#); [Sun et al., 2015](#)). Data analysis is performed using SmartPLS4. The details of the demographic analysis are depicted below (table 1).

Table 1

Demographics Characteristics of Participants

Demographics profile	Classification	Frequency	%
Gender	Male	145	58.7%
	Female	102	41.3%
Marital status	Married	128	51.8%
	Unmarried	119	48.2%
Designation	Managerial	134	54.3%
	Non-managerial	113	45.7%
Banks	Private	153	61.9%
	Public	94	38.1%
Department	Sales	27	10.9%
	Marketing	38	15.4%
	Accounting	32	13%
	HR	107	43.3%
	IT Department	29	11.7%
	Others	14	5

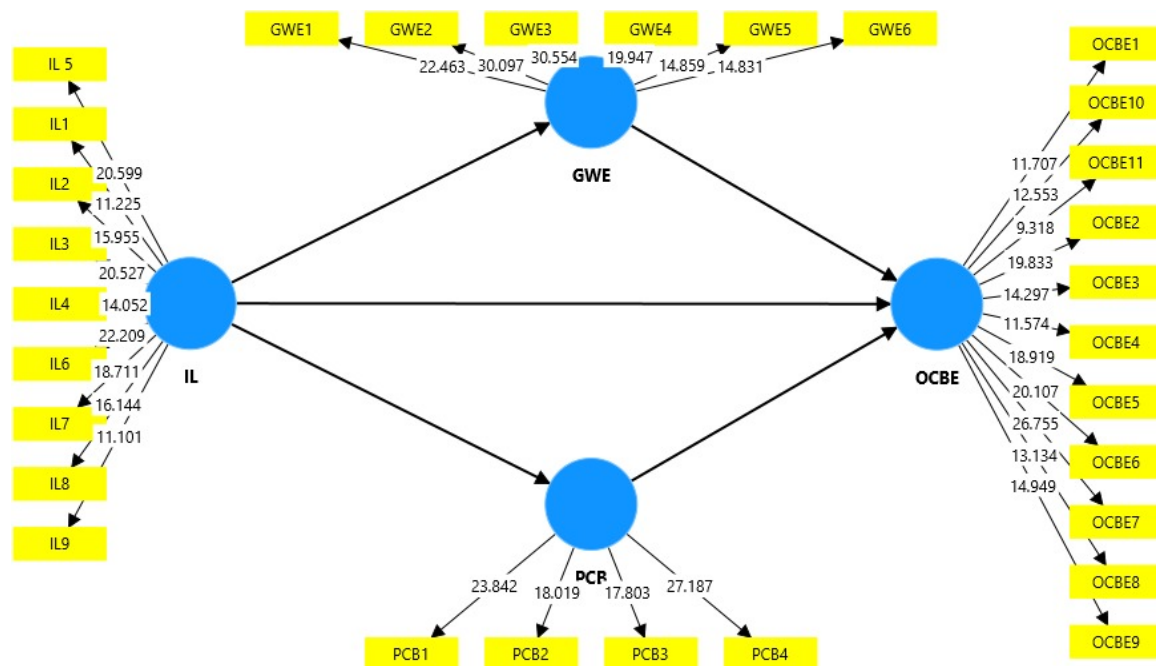
Qualification	Undergraduate	124	50.2%
	Masters	97	39.3%
	PhD	11	4.5%
	Others	1	.4%
Income	25000-50000	144	58,3%
	50000-100000	79	32%
	100000-300000	20	8.1%
	And above	4	1.6%
Age	21-30 years	155	62.8%
	31-40 years	69	27.9%
	40-50 years	23	9.3%

4.2 | Measurement Model Assessment

A measurement model is a statistical framework that specifies how latent variables, unobservable concepts, are assessed using observed indicators. It helps the researcher to evaluate validity and reliability; the connection between the construct and its measurement items is demonstrated by using it ([Hair et al., 2012](#); [Jabbar et al., 2025](#)).

Figure 2

Measurement Model



Outer loading of the item measures indicator reliability (table 2). The correlation between an observed indicator and its associated latent variable is calculated in a reflective measurement model ([Sarstedt et al., 2020](#)).

Table 2*Outer loading of the construct*

	GWE	IL	OCBE	PCB
GWE1	0.785			
GWE2	0.834			
GWE3	0.859			
GWE3	0.795			
GWE4	0.749			
GWE6	0.762			
IL 5		0.830		
IL1		0.737		
IL2		0.785		
IL3		0.780		
IL4		0.787		
IL6		0.803		
IL7		0.774		
IL8		0.775		
IL9		0.720		
OCBE 5			0.799	
OCBE1			0.687	
OCBE10			0.702	
OCBE11			0.662	
OCBE2			0.760	
OCBE3			0.734	
OCBE4			0.722	
OCBE6			0.807	
OCBE7			0.833	
OCBE8			0.711	
OCBE9			0.779	
PCB1				0.813
PCB2				0.795
PCB3				0.780
PCB4				0.859

The measurement model is valid and reliable, as many outer loadings fall within the threshold range (table 3). Generally, a loading value of (0.7) or greater is seen as appropriate. In this model, the value is inside this range, indicating that the indicators are sufficient. The measurement model for OCBE in this study comprises indicators that represent the primary concept. OCBE1 (loading = 0.687) and OCBE11 (loading = 0.662) are two of these constructs that show outer loadings below the generally accepted threshold of 0.70. Although this suggests a weaker link with the latent variable OCBE 1, there are several valid reasons to include them in the model. Additionally, OCBE 11 is salient for theoretical construction; removing it from the model would result in insufficient information about this construct.

Table 3*Internal consistency and convergent validity*

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
GWE	0.885	0.887	0.637
IL	0.918	0.919	0.604
OCBE	0.920	0.922	0.558
PCB	0.828	0.837	0.659

An internal consistency of the model greater than 0.7 is regarded as significant. It is calculated using Cronbach's alpha ([Hair Jr et al., 2019](#)). Composite Reliability, which assesses the overall reliability of a construct, should also be above 0.7 (Fornell & Larcker, 1981). The AVE recorded by a construct about measurement error is more than 0.5 ([Hair Jr et al., 2019](#)).

4.2.1 | Discriminant Validity

Table 4*HTMT Scores*

	GWE	IL	OCBE	PCB
IL	0.814			
OCBE	0.867	0.739		
PCB	0.741	0.804	0.702	

Different constructs are unique from each other and are measured by using discriminant validity. To weigh discriminant validity, this study used the HTMT ratio (table 4) of correlations to confirm discriminant validity. The value of Heterotrait-Monotrait should ideally be below 0.85, or 0.90 in exploratory research ([Gull et al., 2023](#); [Henseler et al., 2015](#)) acceptable.

Table 5*Fornell Larcker*

	GWE	IL	OCBE	PCB
GWE	0.798			
IL	0.735	0.777		
OCBE	0.787	0.681	0.747	
PCB	0.638	0.708	0.621	0.812

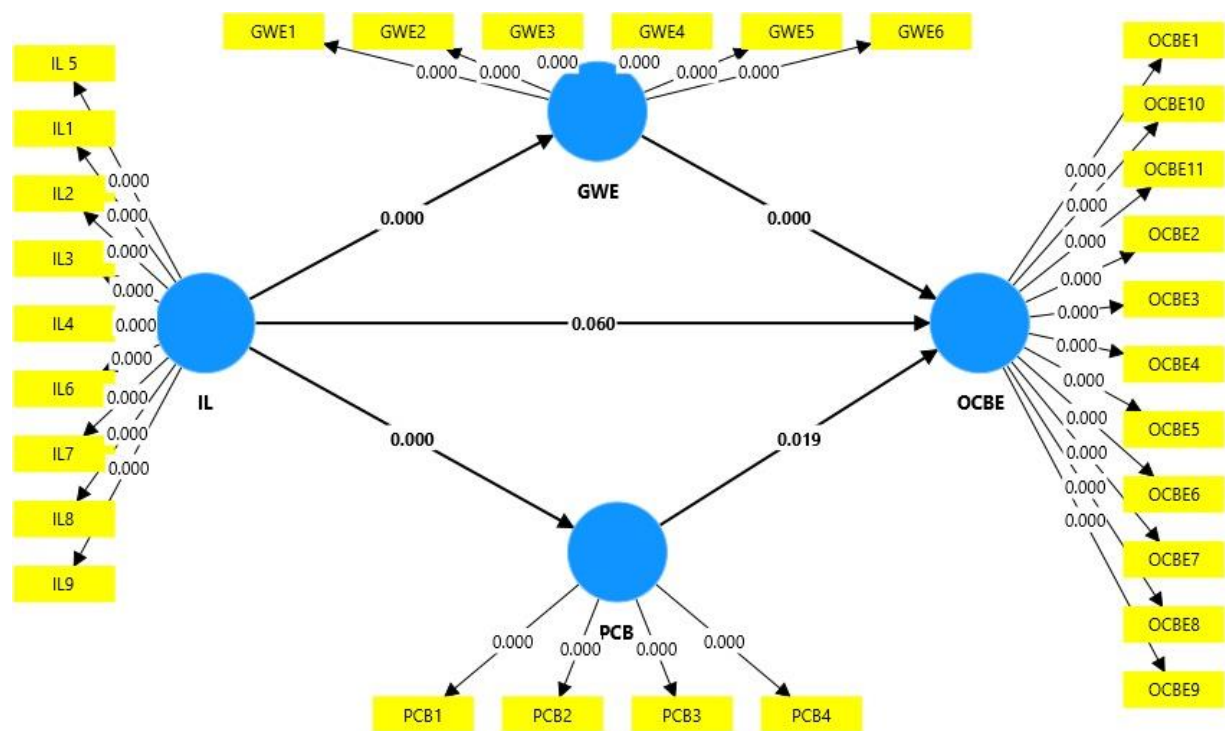
A statistical test called the Fornell-Larcker (FLC) Fornell Larcker is applied to evaluate discriminant validity. It determines if variables or constructions are different from one another. ([Fornell & Larcker, 1981](#),

p. 1), satisfying the acceptable level (table 5). The findings demonstrate adequate discriminant validity, indicating that each concept assesses a distinct feature of the research variables (Fornell & Larcker, 1981; Gull et al., 2023).

4.3 | Structural Model Assessment

Figure 3

Structural Model



4.3.1 | Variance inflation factor

A VIF score of 1 shows no multicollinearity (Adjognon et al., 2017).

Table 6

Variance inflation factor

	VIF
GWE1	2.036
GWE2	2.404
GWE3	2.796
GWE4	2.021
GWE5	1.795
GWE6	1.894
IL 5	3.205

IL1	2.358
IL2	2.431
IL3	2.960
IL4	2.448
IL6	2.805
IL7	2.449
IL8	2.362
IL9	1.904
OCBE 5	2.990
OCBE1	1.861
OCBE10	2.500
OCBE11	1.682
OCBE2	2.348
OCBE3	2.590
OCBE4	2.554
OCBE6	3.191
OCBE7	3.187
OCBE8	2.452
OCBE9	2.749
PCB1	1.725
PCB2	1.770
PCB3	1.698
PCB4	2.033

This model's VIFs range from 3.205 to 1.682, with all VIFs below 5, indicating no multicollinearity (table 6).

4.3.2 | Path coefficient, Beta coefficient, and testing the significance of the hypothesis

Table 7

Path Coefficient of the Outer Model

	Original sample (O)	T statistics (O/STDEV)	P values
GWE -> OCBE	0.587	8.281	0.000
IL -> GWE	0.735	14.686	0.000
IL -> OCBE	0.685	13.436	0.030
IL -> PCB	0.708	15.468	0.000
PCB -> OCBE	0.140	2.346	0.019

*All direct relationships are Significant.

However, the direct link between OCBE and Inclusive Leadership is not statistically significant ($\beta = 0.150$, $t = 1.884$, $p > 0.001$) in figure 2, indicating that IL does not significantly affect OCBE directly only due to the mediation ([Jabbar et al., 2025](#); [Parveen et al., 2025](#)). Conversely, the connection between OCBE and IL is partially mediated by Green Work Engagement and Perceived control behaviour. If a separate direct analysis is observed between IL and OCBE, it remains significant, confirming the presence of partial mediation with a coefficient of ($\beta = 0.685$, $t = 13.436$, and $p < 0.001$). Inclusive Leadership significantly and strongly improves OCBE (Table 7).

Table 8*R-squared coefficient*

	R-square	R-square adjusted
GWE	0.541	0.539
OCBE	0.651	0.646
PCB	0.501	0.499

GWE and PCB have moderate levels of determination, while OCBE has a strong level (Table 8). The variables' associations are shown in the table. GWE and OCBE have a positive correlation ($r = 0.426$). Inclusive Leadership (IL) impacted OCBE (1.005) and GWE (1.177). PCB and IL show a weak association ($r = 0.023$), though this may be significant in the social sciences. OCBE and PCB show a modest correlation (0.026), which can provide insights into all models ([Falk & Miller, 1992](#)).

Table 9*F-square*

	GWE	IL	OCBE	PCB
GWE			0.426	
IL	1.177		0.023	1.005
OCBE				
PCB			0.026	

The extent to which a particular predictor variable within the model assists in interpreting the variation in the dependent variable is a statistical technique known as the size effect f-square (table 9). It indicates the degree of correlation between a predictor and the result. The f^2 effect size helps us understand how much a particular predictor variable influences the outcome in a model. A little effect is when $f^2 = 0.02$, meaning the predictor has a minor impact. A moderate effect occurs at $f^2 = 0.15$, where the predictor has a noticeable influence on the outcome. A big effect is when $f^2 = 0.35$, meaning the predictor has a strong impact. These values help determine whether the predictor is significantly contributing to the model or if other factors might be more important ([Sarstedt et al., 2020](#)).

Table 10*Q-Square of the model*

	Q²predict
GWE	0.537
OCBE	0.453
PCB	0.499

The results imply that the model is suitable for forecasting these constructs because all Q^2 values are above zero. In statistical modeling, particularly in PLS-SEM, Q^2 is a metric used to assess how effectively a model predicts results. If a value is higher than 0, then the model has strong predictive relevance (Edeh et al., 2023). The predictive relevance of each model-dependent variable is shown by the predicted relevance values in the table presented above. The model's strong f-square value is confirmed by the fact that all Q^2 predict values are higher than zero. With a Q^2 predict value of (0.537), Green Work Engagement has the highest predictive relevance of all the variables, indicating that the model is most capable of predicting this construct. With a Q^2 predict value of (0.499), which indicates a moderate level of predictive accuracy, Perceived Behavioural Control comes next. In the final least, the Q-square value for (OCBE) is (0.453), but it is above zero, suggesting that the model is still predictively relevant for this variable. With the highest predictive strength for GWE, the results generally imply that the model is suitable for forecasting these constructs (table 10).

4.4 | Mediation Analysis

Table 11

Indirect effect of the model

	Original sample (O)	T statistics (O/STDEV)	P values
IL -> GWE -> OCBE	0.432	7.109	0.000
IL -> PCB -> OCBE	0.099	2.378	0.017

The mediation analysis of this study indicates that the model has two indirect effects, both of which are statistically significant (table 11). Table 12 indicates that all the hypotheses are supported.

Table 12

Hypotheses Results

Direct relation	Hypothesis	Supported
H1	IL and OCBE	Supported
H2	IL and GWE	Supported
H3	GWE and OCBE	Supported
H4	IL and PCB	Supported
H5	PCB and OCBE	Supported
H6	IL-> GWE -> OCBE	Supported
H7	IL -> PCB -> OCBE	Supported

5 | DISCUSSION

This study investigates the association between inclusive leadership and organizational citizenship for the environment (OCBE), focusing on green work engagement and employees' perceived control. This study's findings support all proposed hypotheses, thereby contributing to an expanding body of research in this area. The finding supports the hypothesis that inclusive leadership significantly influences OCBE (H1). Employees led by the IL are more intentionally engaged in OCBE in the banking sector. This type of leader promotes an environment conducive to sustainability ([Susanto, 2023](#)). The study also demonstrates that IL significantly influences GWE (H2). IL can foster an environment in which employees participate in sustainable practices beyond their assigned roles ([Aboramadan et al., 2021](#)).

When inclusive leaders display behaviours of openness, approachability, and accessibility, they have the potential to encourage employees to respond by enhancing their green work engagement [Abdou et al. \(2023\)](#).

The finding also reinforces that GWE has a significant influence on the OCBE (H3). Employees who illustrate sustainable practices are very dedicated to supporting and encouraging green engagement ([Gong et al., 2024](#)). Employee green engagement in OCBE is considered a vital component for business greening and can be attained by guiding employees to reduce the impression of work by minimizing energy consumption in the workplace ([Javed et al., 2022](#)).

This study's findings have significantly linked IL and PCB (H4). Under the guidance of inclusive leadership, it is easy for employees to adopt sustainable practices, and they develop a strong sense of control over their own , which is harmful to the environment ([Costa et al., 2022](#)).

The results show that OCBE is significantly influenced by the PCB (H5). As indicated by previous studies, employees with a high sense of control over their own are more likely to engage in environmental practices ([Tran, 2023](#)). OCBE and inclusive leadership are mediated by green work engagement (H6), which posits that inclusive leadership influences employees' OCBE by elevating green engagement in daily operations. According to [Mankgele and Fatoki \(2025\)](#), leaders play an important role in encouraging green engagement. The relationship between inclusive leadership and OCBE is mediated by Perceived control (H7), suggesting that inclusive leadership is crucial for performing green work in organizations. Employees feel more empowered when their supervisors are supportive, and employees freely engage in their green practices without any hesitation ([Jameel et al., 2025](#)).

6 | CONCLUSION

This study revealed that employees led by inclusive leadership have shown a high level of empowerment and inclusion in environmental practices, which consequently strengthened their commitment to sustainable work. According to the study by [Zong et al. \(2024\)](#), inclusive leadership is an important factor in the OCBE (Operational Controlled Behaviour). Similarly, employee commitment to sustainable work improves when individuals have the autonomy to participate in sustainable practices without being hindered by organizational barriers ([Saydam et al., 2025](#)). By implementing inclusive leadership strategies, banks can create an environment where employees can perform beyond their assigned roles (OCBE). Therefore, inclusive leadership is vital for environmental sustainability. Furthermore, perceived behavioural control acts as a

catalyst in the relationship between inclusive leadership and OCBE, strengthening sustainable environmental practices.

6.1 | Theoretical Implications

This research findings used the extended version of the Theory of Reasoned Action, which is the Theory of Planned , that helps to define the behavioural intention of the employees ([Zhao & Zhou, 2021](#)). By examining the IL, this study demonstrates how leadership can enhance employees' perceived control over behaviour, thereby increasing the applicability of sustainable action in the workplace. This study demonstrates that IL facilitates workplace functions in an environmentally friendly way. Similarly, when employees' ideas are valued, they are more likely to participate in sustainable activities ([Umrani et al., 2024](#)). This study looks into how GWE and PCB mediate the relationship between IL and OCBE. Higher GWE is directly related to higher sustainable practice. Employees uphold the environmental initiative when they perceive that their ideas are appreciated and that they have control over their own ([Cao et al., 2025](#)). The findings and results of the current study will help policymakers in the banking sector to reshape employees' pro-environmental behaviour through green workplace engagement and monitoring of perceived behaviour under the guidance o inclusive leadership.

6.2 | Limitations and Future Directions of the study

Despite its important contributions, this study has some shortcomings. First, it may be subject to response bias, as it relies on self-reported data, which could distort employees' perceptions of their engagement to environmentally friendly practices. Second, the study's focus on the banking sector limits its applicability to other sectors, such as fashion [Shabbir et al. \(2023\)](#) and other revenue-generating industries. Furthermore, this study did not consider external factors that could affect the OCBE, such as sector-specific sustainability standards, regulatory frameworks, and varying banking policies.

Future studies should examine how aesthetic leadership ([Farasat et al., 2024](#)), ethical leadership ([Haider et al., 2025](#)), and human resource practices ([Qaiser et al., 2025](#)) interact to influence pro-environmental behaviour ([Gull et al., 2023](#)). Furthermore, research on long-term behaviour change was not feasible due to the study's cross-sectional design; future researchers should consider a qualitative research approach ([Hassan et al., 2023](#); [Naqvi et al., 2024](#); [Shahid et al., 2024](#)). The TPB is criticized for its shortcomings in focusing on a specific behaviour at a given moment and for failing to account for the complex nature of broader issues ([Tunji-Olayeni et al., 2024](#)).

Future studies should examine how aesthetic leadership([Farasat et al., 2024](#)), ethical leadership ([Haider et al., 2025](#)), and human resource practices ([Qaiser et al., 2025](#)) interact to influence pro-environmental behaviour ([Gull et al., 2023](#)). Furthermore, long-term behavioural change research was not feasible due to the study's cross-sectional design; future researchers should consider a qualitative research approach ([Hassan et al., 2023](#); [Naqvi et al., 2024](#); [Shahid et al., 2024](#)). The Theory of planned behaviour is criticized for its shortcomings in focusing on a specific behaviour at a given moment and for failing to account for the complex nature of broader issues ([Tunji-Olayeni et al., 2024](#)).

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