

The Effect of Green Human Resource Management on Innovative Behavior Mediated by Job Satisfaction and Transformational Leadership at the Aceh Personnel Agency

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ABSTRACT: The study is based on the theory of green human resource management (GHRM). GHRM is a practice that aims at implementing sustainable development principles in human resource management processes. The main aim of this research paper is to explore the influence of GHRM on employees' innovative behavior, where job satisfaction and transformational leadership will be mediators in this process within Aceh Personnel Agency. To conduct this study, it was decided to employ the quantitative research approach, whereby the respondents of this research are employees of Aceh Personnel Agency. In order to collect data, it was used the method of the survey based on structured questionnaire using a five-point Likert scale. The analytical tool used in this study is SmartPLS. According to the results, the use of GHRM practices positively influences job satisfaction, transformational leadership, and innovative behavior. Furthermore, job satisfaction and transformational leadership partially mediate the effect of GHRM on employee innovative behavior at the Aceh Personnel Agency, suggesting that GHRM contributes to innovation not only directly but also indirectly via job satisfaction and transformational leadership. Moreover, green work behavior moderates the link between GHRM and innovative behavior, emphasizing its significance as a supportive construct. In conclusion, these research results provide evidence that the implementation of GHRM practices can be viewed as a useful strategy to foster innovative behavior and ensure employee well-being and organizational sustainability, especially within the public sector context.

KEYWORDS: Green Human Resource Management, Innovative Behavior, Job Satisfaction, Transformational Leadership.

1. INTRODUCTION

Global demands for environmental sustainability are prompting organizations, including those in the public sector, to integrate eco-friendly principles into their management practices. One of the prominent approaches in this context is GHRM, which is a human resource management strategy that focuses on developing work practices that support environmental sustainability in an integrated manner within the organization's HR cycle (Renwick et al., 2012). Implementing GHRM not only enhances the management of the organizational environment but also has the potential to positively influence employees' attitudes and behaviors in the workplace. One of the key behaviors essential to the success of modern organizations is innovative behavior that is, the ability of employees to generate, promote, and implement new ideas in their work (Janssen, 2000). Creativity becomes an important issue in governmental agencies, where it becomes necessary to make procedures simpler and improve the quality of services. In previous studies, it was found that GHRM policies could encourage innovative behavior by promoting psychological health among workers such as job satisfaction, and by encouraging inspirational and motivational leaders.

Job satisfaction is a form of positive assessment of employees towards their jobs, and it is often associated with higher levels of creativity. Transformational leadership, on the other hand, helps create an atmosphere conducive to innovation and organizational change. Therefore, the current study attempts to examine the influence of GHRM on innovative behaviors of workers through mediation of job satisfaction and transformational leadership at the Aceh Civil Service Agency.

Moreover, green human resource management is known to have a positive influence on organizational innovation. The strategies used in sustainable human resource management create a culture that is conducive for innovation by eliminating obstacles to innovation and empowering employees to come up with creative ways of addressing organizational issues. This study's results further suggest that green work behavior has a positive effect on organizational innovation. Individuals who are environmentally conscious will find themselves more proactive in coming up with ideas as well as using efficient and sustainable work practices.

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As earlier stated in literature, sustainable human resource management practices can help improve organizational performance through fostering creativity and sustainability among employees.

2. LITERATURE REVIEW

Green Human Resource Management (GHRM)

GHRM refers to an HRM strategy which includes environmentally sound approaches and policies. This kind of approach seeks to achieve the sustainability objectives of an organization through integration of numerous aspects of HR processes such as recruitment, training, performance appraisal, and incentivization for fostering sustainable working conditions (Renwick et al., 2012). One of the roles of Green HRM includes developing employees who have the knowledge, skills, and perspective to support environmental conservation (Arulrajah et al., 2015).

Among the critical aspects of implementing green HRM include environmentally sound recruitment, training and development, performance management, rewards and benefits, and employee participation in green programs of the organization (Jabbour & Santos, 2008). The main objective of implementing these measures is to create a culture of sustainability in the organization.

Thus, from a corporate perspective, the practice of GHRM brings about an innovative and environmentally-friendly workplace, resulting in increased engagement and well-being of workers as well as motivating employees to come up with innovations (Dumont et al., 2017). Moreover, it will allow the organization to benefit from a good reputation for social responsibility and sustainable development practices.

From a theoretical perspective, GHRM is based on such theories as the RBV perspective that stresses the role of human resource as the main resource for an advantage of the organization, the AMO theory that accounts for the improvement of skills and motivation among employees; finally, there are Social Identity Theory and Social Learning Theory of the emergence of pro-environmental attitudes and behaviors.

Innovative Behavior

Workplace innovation takes place when people come up with innovative ideas, develop those ideas, and use them for improving organizational practices, products, and services. In an organizational context, creativity refers to the process whereby new ideas, methods, and products are introduced into and adopted within the organization (West & Farr, 1989). This implies that apart from being associated with new ideas, innovation is also characterized by the implementation process that makes an actual contribution to the organization (Janssen, 2004).

Innovation process consists of three major stages: ideation, promotion, and implementation (Scott & Bruce, 1994). Ideation means the identification and development of new ideas connected with the activity. Promotion refers to the promotion of the concept and its endorsement by other people. Implementation involves implementation of the ideas through some actions which result in improvement or change in the firm's operations.

Being innovative is usually viewed as extra-role behavior. In essence, it denotes the voluntary activities performed by employees in the course of performing their duties, going beyond their formal roles (Jong & Hartog, 2010). There are multiple determinants of innovative behavior, among which include such elements as intrinsic motivation, rewards offered by the organization, task complexity, and organizational autonomy (Oldham & Cummings, 1996). Moreover, work experience and communication with customers contribute to gaining knowledge about the process of innovating for the benefit of an organization (Hallin & Marnburg, 2008).

Innovation is critical for the success of any modern organization as it ensures its efficient functioning, competitiveness, and superior performance. As a result, organizations should create the working environment encouraging innovation.

Job Satisfaction

When people's expectations and desires are met through their experiences at work, they generate a positive feeling called job satisfaction. According to (Locke, 1976), job satisfaction is a positive affective state caused by an individual's contemplation of his or her occupation and experiences gained while working. Hence, how an individual perceives his or her job plays an equally significant role as other variables like income, rewards, and working conditions. Among the determinants of job satisfaction are perceptions of justice in the organization, importance of the individual's contribution, and psychological safety. (Carmeli et al., 2010) showed that individuals who perceive themselves to be treated fairly and enjoy a secure working environment usually exhibit high levels of job satisfaction.

Aside from individual factors, leadership also has a significant influence on job satisfaction. Research indicates that inspirational, empowering, and trust-building leadership styles have a positive effect on the level of job satisfaction among employees. Employee job satisfaction is generally higher when they trust and feel safe under their leader (Cavazotte et al., 2018). What is more, inclusionary leadership style can motivate employees to be involved in innovative actions, which will enhance their overall work experience (Carmeli et al., 2014).

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The degree to which an individual finds joy in what they do can be measured by their job satisfaction, which is an individual's attitude (Robbins & Judge, 2017). This attitude can be influenced by several aspects within the working environment, such as the working atmosphere, relations with superiors and peers, rewards, and promotions. Higher levels of satisfaction at work are among the advantages of corporate social responsibility (CSR) programs. Corporate social responsibility creates positive imagery for the corporation and gives its workers a sense of pride and meaning in their occupation (Bauman & Skitka, 2012). Moreover, according to (Moin et al., 2021) the results of (Vlachos et al., 2013), demonstrate that corporate social responsibility programs could lead to enhanced bonding between workers and the corporation.

Trust in the leader becomes an essential mediator between leadership and job satisfaction especially among those organizations whose operations are heavily governed by the rules of the public sector where transparency is vital. As discussed by (Moin et al., 2021), when leaders establish trust, their employees feel respected and valued; hence, they become more job satisfied. According to (Moin et al., 2021), the association between transformational leadership and workers' psychological wellbeing comes down to how much significance their work holds for them. When employees consider their contribution as making the greater good, they get passionate about their work.

All these aspects play an important part in forming employee happiness at the workplace. A productive working atmosphere that contributes to the psychological state of employees and their loyalty can be created by managing these factors. To enhance workplace happiness and promote organizational sustainability, it is essential to strengthen transformational leadership, adopt principles of organizational justice, and commit to social responsibility.

Transformational Leadership

To achieve the company's goals, leaders who practice transformational leadership encourage and empower their followers to set aside personal interests. According to (Bass & Riggio, 2006), transformational leaders have the ability to change their followers' mindsets and behaviors by appealing to their morals, providing inspiration and motivation, challenging their thinking, and addressing their unique needs. (Bass & Avolio, 1990) identify Transformational Leadership consists of four key components that collectively shape how leaders influence and develop their followers. Idealized influence involves the leader functioning as a role model of respectability where he is seen to be ethical and honest throughout his dealings such that he earns the trust of his followers and inspires them to imitate him. Inspirational motivation involves the ability of the leader to paint a compelling vision and motivate employees through this vision and build up a sense of purpose that inspires the employees to go above and beyond what would normally be expected of them. Intellectual stimulation involves encouraging creativity and analytical thinking among the followers by challenging traditional assumptions and being supportive of innovative solutions to problems, all without punishing mistakes. Individualized consideration involves paying attention to the needs of the individual employees, offering coaching and mentorship in addition to helping them develop personally, and consequently increasing their job satisfaction. Transformational leaders not only guide the company's direction but also motivate their subordinates to reach their full potential by fostering an environment that encourages curiosity, creativity, and growth.

In contemporary organizations, transformational leadership plays a crucial role in implementing GHRM. Leaders with an environmental sustainability focus often called green transformational leaders not only instill values of environmental stewardship but also encourage employees to adopt eco-friendly behaviors in their work. According to (Singh et al., 2020), GHRM practices combined with green transformational leadership can significantly influence green product and process innovation. Apart from motivating the staff members, such type of leadership also improves the HR management infrastructure so that the organization could ensure its future success in business.

According to, (Zhang et al., 2021) environmentally oriented transformational leadership impacts the participation of employees in innovation activities and environmental innovations. Here leaders not only define the strategies for implementation but also create a psychological atmosphere that will encourage people to think critically about their actions, come up with new ideas, and make innovations. In the same manner, (Çop et al., 2020) argue that green transformational leadership may create both internal and external motivations for green behavior of employees.

The role of transformational leadership in this study is to mediate the relationship between GHRM and employees' creative behaviors. Consequently, GHRM influences creative behavior in two ways: first, by fostering the development of transformational leadership styles within the organization, and second, through a direct effect. According to (Korejan & Shahbazi, 2016), transformational leaders can cultivate an innovative work environment by providing intellectual stimulation and generating enthusiasm. In this context, GHRM practices focused on sustainability can encourage transformational leadership, thereby creating an innovative and creative workplace.

According to (Piccolo & Colquitt, 2006), transformational leadership can enhance employees' intrinsic motivation and foster positive attitudes toward their work, which, in turn, encourages them to engage in creative behavior. (Ghasabeh et al., 2015) also emphasize the ability of transformational leaders to motivate followers to prioritize the demands of the group and society over personal interests. Research indicates that GHRM practices, when supported by transformational leadership, can help individuals

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internalize collective ideals and social responsibility, ultimately leading to sustainable innovation. (Bass, 1999) further notes that transformational leadership promotes active employee participation in organizational change processes, which is particularly relevant to implementing pro-environmental values in human resource management practices.

3. RESEARCH METHODOLOGY

This study will use an explanatory quantitative research design to investigate how GHRM, job satisfaction, transformational leadership, and employees' innovative behavior are related. The research will be carried out at the Aceh Civil Service Agency, a public body that is responsible for the formulation of human resources policies and practices within the government. The total number of employees at the institution is 143 people. Taking into consideration the sampling requirements, the sample size will be restricted to 64 subjects through purposive sampling. The purpose is to make sure that the respondents fulfill certain criteria with respect to the research objectives, such as tenure, position, and participation in organizational activities.

The research methodology for this research includes the use of a quantitative approach, which entails the employment of the cross-sectional research design. Both primary and secondary data will be used in this study to gather necessary information. Primary data will be obtained via the administration of well-designed questionnaires among the respondents, using the Likert Scale to measure their perceptions regarding GHRM, job satisfaction, transformational leadership, and innovative behaviors. On the other hand, the secondary data will be obtained from organization records and academic literature.

The variables used in this study include GHRM as the independent variable and innovative behavior as the dependent variable. Mediating variables that will be considered include job satisfaction and transformational leadership.

The analysis of data will utilize SPSS and SmartPLS. SPSS will be utilized for initial analyses, including descriptive statistics and data screening, whereas SmartPLS will be used to evaluate both the measurement model and the structural model. The previous one will be examined in terms of convergent validity, discriminant validity, and composite reliability. Concerning the structural model, the assessment will rely on P.C, t-statistics, p-values, and R-square metrics.

SmartPLS appears to be a particularly good option in this case, as it is capable of handling relatively small samples and complex models that feature multiple mediating variables. This method allows the researcher to explore direct and indirect impacts, thus providing a better understanding of how GHRM can enhance innovative behavior via job satisfaction and transformational leadership.

4. RESEARCH FINDINGS AND DISCUSSION

Hypothesis Testing

The results of the hypothesis testing conducted in this study are explained as follows.

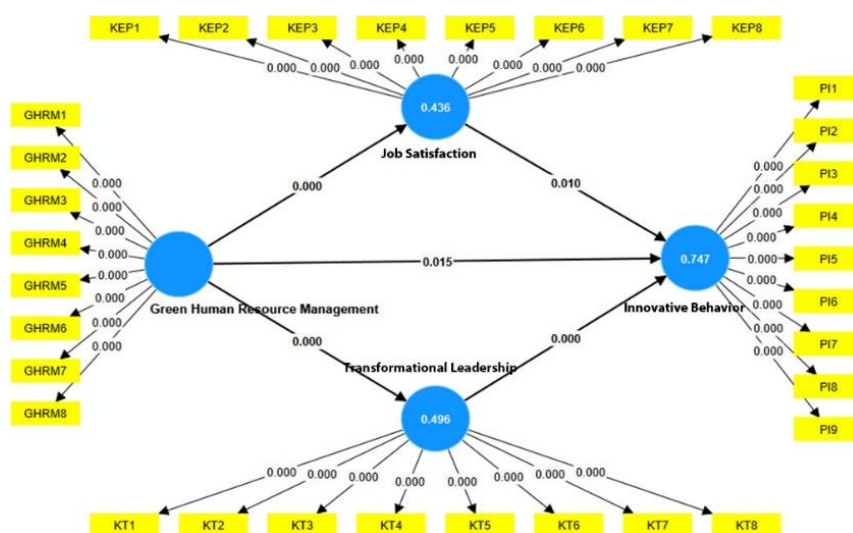


Figure 1. Full PLS Model

The results of the hypothesis testing are shown in the following table:

Variable	O	O/STDEV	P
GHRM → Innovative Behavior	0.280	2.437	0.015
GHRM → Job Satisfaction	0.660	9.323	0.000
Job Satisfaction → Innovative Behavior	0.249	2.563	0.010
GHRM → Job Satisfaction → Innovative Behavior	0.164	2.437	0.015

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GHRM → Transformatonal Leadership	0.704	11.094	0.000
Transformatonal Leadership → Innovative Behavior	0.433	4.073	0.000
GHRM → Transformational Leadership → Innovative Behavior	0.305	3.680	0.000

Source: processed data (2026)

Through the application of simulation techniques for statistical inference, the PLS model examines the hypothesized relationships between variables. The bootstrap sampling method was applied in this study to enhance parameter estimation. The statistical significance of the relationships between the variables was assessed by examining path coefficients (P.C), t-statistics, and p-values obtained using the bootstrap method. A substantial relationship was confirmed if the computed t-statistic exceeded 1.96 and the p-value was below 0.05.

The results of this test led to the following conclusions:

1. The Effect of GHRM on Innovative Behavior

The results of the test reveal that the connection between GHRM and innovative behavior has a path coefficient of 0.280, a t-value of 2.437, and probality of 0.015. The value of t-statistics that exceeds 1.96 and p-value that is below 0.05 indicate statistical significance. Thus, it can be concluded that GHRM positively and significantly impacts employee innovative behavior. Hence, the null hypothesis that states GHRM positively and significantly affects innovative behavior.

From the findings, it is clear that the practice of HRM that focuses on environmental considerations within the Aceh Civil Service Agency is capable of fostering innovation among employees. GHRM strategies like hiring employees who possess environmental values, conducting training sessions related to environmental awareness, incorporating sustainability elements in performance appraisals, and giving rewards for eco-friendly initiatives have demonstrated the potential to foster innovation among employees. In addition to this, where a strong sustainable culture prevails within an organization, it also becomes easier for the employees to have their mindset transformed into becoming proactive, innovative, and adaptive towards change. Employees are not just expected to perform their routine activities, rather, they are motivated to seek out innovative ways of performing tasks, increasing work efficiency, and contributing more significantly towards organizational goals.

From this discussion, it can be concluded that greater the extent of application of GHRM, greater will be the innovative behavior exhibited by employees. For the Aceh Personnel Agency, in particular, this is an important factor to be taken into account when implementing policies and practices related to GHRM.

2. The Effect of GHRM on Job Satisfaction.

The result hypothesis testing, the path coefficient of GHRM in connection with job satisfaction is 0.660. This has been associated with the generation of a t-statistic value of 9.323 and probability of $0.000 < 0.05$. This implies that the relationship is significant since the t-statistic is greater than 1.96. In view of the above, it can thus be deduced that GHRM positively influences job satisfaction. In light of this, the hypothesis, GHRM has a positive and significant effect on job satisfaction.

Overall, it is evident that the implementation of GHRM practices by the Aceh Civil Service Agency will increase job satisfaction among the employees. Some of the practices include recruiting employees through an eco-friendly strategy, undertaking training and development in an eco-friendly manner, applying sustainable performance appraisals, and rewarding eco-friendly work practices. With the implementation of these strategies, a healthy and meaningful work environment can be created that is geared towards sharing common values.

Moreover, when employees feel that the organization takes care of the environment and sustainability issues, they develop a more positive image about the organization. Such perceptions will boost pride, feelings of attachment, and happiness at work. Gradually, these conditions result in enhanced job satisfaction, as manifested through improved attitudes towards work, loyalty, and motivation at work.

In conclusion, it can be stated that the findings above support the fact that enhanced implementation of Green Human Resource Management is related to high job satisfaction among employees. The practical implications from the results above suggest the need for the Aceh Civil Service Agency to strengthen its implementation of GHRM into HRM policies and practices as a strategic step towards developing productive human resources with high job satisfaction.

3. The Effect of Job Satisfaction on Innovative Behavior

From the finding, job satisfaction and innovative behavior has a significant influence with a path coefficient of 0.249, t-statistics of 2.563, and p-value of 0.010. A t-statistics value above 1.96 and a probability below 0.05 shows statistical significance between two variables. The results above that it is clear that high levels of job satisfaction may promote innovative behavior in the Aceh Civil Service Agency. Satisfied workers are intrinsically motivated, committed, and highly engaged. This makes them do things beyond routine work and look for better ways of doing them.

Furthermore, job satisfaction contributes to creating a good psychological environment, ensuring workers' genuine comfort, security, and recognition. This makes it possible for creativity to flourish and encourages workers to come up with new ideas. As a

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result, workers become more receptive to changes, more adaptable when faced with challenges, and proactive about making changes for improving work processes.

Thus, these findings prove that the higher is the level of job satisfaction among employees, the more willing they are to innovate. Hence, the Aceh Civil Service Agency should keep improving elements contributing to job satisfaction, such as the working environment, the reward system, leadership, and career prospects.

4. The Effect of Green Human Resource Management on Innovative Behavior through Job Satisfaction

From the outcomes of hypothesis testing, have effect of GHRM on innovative behavior through job satisfaction has a path coefficient of 0.164. Besides, the value of t statistic is 2.437 while the value of p-value is 0.015, which is smaller than the significance level of 0.05. It means that a t statistic above 1.96 will make the indirect effect become significant. From these results, it is clear that job satisfaction functions as the mediating variable in the relationship between GHRM and innovative behavior. Thus, the hypothesis of "job satisfaction can mediate the effect of GHRM on innovative behavior" is confirmed.

In summary, GHRM approaches employed by the Aceh Civil Service Agency can foster innovative behavior of employees in an indirect and direct way through increased job satisfaction. For instance, GHRM practices such as environmental-friendly policies, sustainability training, and rewarding of pro-environmental behavior might lead to a workplace atmosphere where employees find meaning in their jobs.

Alongside increasing job satisfaction, innovative behavior becomes an essential mediator in relation to job satisfaction. Workers with high levels of job satisfaction usually demonstrate high levels of motivation, high involvement, and strong commitment to the company, which makes them creative and open-minded when it comes to introducing new approaches to performing their duties.

Therefore, one may state that job satisfaction may be viewed as a psychological tool that serves as a mediator between the impact of GHRM and innovative behavior. The higher GHRM practices are implemented, the higher the job satisfaction level is going to be, making the level of innovative behavior even higher.

This evidence reveals the significance of focusing not only on the application of GHRM practices but on the improvement of job satisfaction to enhance employees' innovative behavior. Overall, these results reveal that GHRM plays a mediating role in relationship with innovative behavior. Namely, alongside having a direct link with innovative behavior, it also impacts employees' innovative behavior indirectly, through the impact on job satisfaction.

5. The Effect of Green Human Resource Management on Transformational Leadership

The results obtained from the hypothesis testing of the impact of GHRM on transformational leadership were found to have a path coefficient of 0.704. Besides, a value of t-statistic is found to be 11.094 which is higher than 1.96 while the p-value of 0.000 is lower than 0.05. From these figures, it is evident that there is a statistical significance relationship between GHRM and transformational leadership. In this regard, it can be said that GHRM is positively correlated with transformational leadership. Thus, it can be concluded that the hypothesis 'GHRM has a positive and significant effect on transformational leadership' is accepted.

Based on these results, it can be said that the implementation of GHRM within the Aceh Civil Service Organization helps to cultivate transformational leadership behavior. This can be achieved through instilling sustainability values within the organization's policies, developing environmental skills and establishing incentives for pro-environmental behaviors.

In this case, transformational leadership entails the ability of the leader to create a common vision, motivate employees, encourage innovation, and address the developmental needs of each employee. In an organization where GHRM is fully implemented, leaders can establish positive relations with employees, creating a cooperative and innovative environment.

Furthermore, the adoption of GHRM ensures that the organization adopts ethical practices, social responsibility, and sustainability, which serve as the foundation for transformational leaders to facilitate change in the organization. Unlike in other cases where leaders focus on short-term objectives, transformational leaders in such an environment can unite employees in pursuit of sustainable long-term objectives.

On the whole, the results obtained in this research show that as GHRM is effectively adopted, transformational leadership becomes increasingly prevalent in the Aceh Civil Service Agency. Therefore, organizations need to embrace GHRM concepts in their human resource management framework in order to cultivate visionary leaders.

6. The Effect of Transformational Leadership on Innovative Behavior.

The results of the hypothesis testing revealed a positive influence of transformational leadership on innovative behavior through a coefficient of 0.433. In addition, during the research process, the following values were obtained: a t-statistic value of 4.073, which exceeds 1.96, and a p-value of 0.000 and less than 0.05. Generally speaking, the conducted research proves that introducing a transformational leadership style at the agency will promote more innovative employee behavior. It appears that a transformational leader with the ability to articulate an inspiring vision, motivate, encourage creativity, and pay attention to employees creates conditions for innovation.

Moreover, transformational leadership facilitates building trust and engagement among employees. As such, when employees know that their managers support them and value them, they tend to be more willing to generate new ideas, take initiative, and strive for

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perfection in what they do. In turn, this will not only foster greater creativity among individuals but also lead to organizational improvements.

In summary, findings from this study confirm that the more transformational leadership is implemented, the more innovative the behavior of employees becomes. It follows that there is a need for the Aceh Civil Service Agency to further develop its transformational leadership capability through training and coaching programs and fostering organizational culture.

7. The Effect of Green Human Resource Management on Innovative Behavior through Transformational Leadership

Based on the findings of the hypothesis test number six, it can be observed that the indirect effect of GHRM on innovative behavior through transformational leadership has a path coefficient of 0.305. In addition, it was found that the value of the t-statistic was equal to 3.680, which is more than 1.96, and the value of the p-value was equal to 0.000, which is below the level of significance, 0.05. As such, the indirect effect was determined to be statistically significant. Thus, it can be stated that transformational leadership mediates the effect of GHRM on innovative behavior.

Based on this, we find that the use of GHRM in the Aceh Civil Service Agency will not only affect employee innovation behavior directly but also indirectly through improving transformational leadership. Practices of GHRM such as integrating the value of sustainability, developing environmental competency, and reward system aimed at encouraging eco-friendly behavior will result in the creation of transformational leaders with visionary traits who inspire and motivate. By implementing GHRM, transformational leadership could also come into play where leaders mentor and also catalyze innovation. The presence of transformational leaders will help create a conducive environment where employees will be motivated to innovate, share bold ideas and initiate changes.

Furthermore, transformational leadership also aids in the proper dissemination of values from GHRM to employees in the organization. Leaders serve as the link between policies of the organization and the actions of individuals, thus allowing for the increased effectiveness of GHRM application and its positive impact on employees' innovative behavior. In summary, based on the results obtained, it can be seen that there is a partial mediation effect wherein, despite the direct effect of GHRM on innovative behavior, its impact is augmented by transformational leadership. Thus, the promotion of innovative employee behavior becomes easier when there is not only emphasis on GHRM policies but also transformational leadership as well. The Aceh Civil Service Agency should therefore adopt both GHRM practices and transformational leadership.

5. CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

A study conducted by the Aceh Civil Service Agency demonstrates that GHRM positively influences innovative behavior. Environmentally friendly and efficient work practices inspire employees to discover better methods for completing their tasks and generate numerous new ideas to perform their work more effectively. Furthermore, the study indicates that GHRM enhances employee satisfaction and encourages organizations to cultivate transformational leadership. Consequently, innovative behavior among employees is driven by transformational leadership and job satisfaction. Based on the results, in addition to enhancing the quality of the workplace environment, sustainability-based GHRM encourages innovation among organizational members.

5.2 RECOMMENDATION

- 1) The organization should consider integrating the concept of GHRM in its human resource management framework, specifically encouraging a working culture that values resource efficiency and environmental sustainability.
- 2) The organizational leader should improve his/her transformational leadership skills through motivating, giving direction, and providing an avenue for sharing ideas within the workplace.
- 3) Initiatives aimed at enhancing employees' job satisfaction should be pursued through the development of a conducive working environment, fostering the acquisition of competencies, and implementing an effective reward system based on performance.
- 4) Organizations are also advised to create a work environment where creativity is valued, and employees are given opportunities to generate new ideas and experiment within their jobs to enhance organizational performance.
- 5) In future research, other variables that can affect the occurrence of innovative behavior, including organizational culture, motivation, organizational commitment, and work engagement, should be included in the current research model being developed.
- 6) To increase the applicability of the study, future research could also explore other organizations or even governmental organizations in addition to manufacturing firms.
- 7) To obtain a better understanding of the variables that stimulate employees' innovative behavior, future research should use qualitative or mixed methodological approaches in addition to quantitative survey techniques.

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