

BAB V

PENUTUP

Bab ini merupakan bagian penutup yang merangkum temuan-temuan utama dari penelitian yang telah dilakukan. Dalam bab ini disajikan kesimpulan yang menjawab tujuan penelitian, implikasi manajerial yang dapat diterapkan oleh perusahaan dalam merancang strategi rekrutmen, serta keterbatasan penelitian yang perlu diperhatikan. Selain itu, saran-saran untuk penelitian selanjutnya juga dikemukakan sebagai kontribusi bagi pengembangan penelitian di masa yang akan datang.

5.1 Kesimpulan

Penelitian ini bertujuan untuk menguji pengaruh *Green Human Resource Management* (GHRM) yang dioperasionisasikan melalui tiga dimensi: *Green Hiring* (X1), *Green Training* (X2), dan *Green Compensation* (X3) terhadap Perilaku Inovatif Karyawan (Y) pada hotel di kawasan Prawirotaman Yogyakarta. Berdasarkan hasil analisis regresi linear berganda terhadap 115 responden karyawan tetap hotel, diperoleh simpulan sebagai berikut:

Pertama, *Green Hiring* berpengaruh positif dan signifikan terhadap Perilaku Inovatif Karyawan hotel di kawasan Prawirotaman. Temuan ini mengonfirmasi bahwa proses rekrutmen dan seleksi yang mengintegrasikan kriteria lingkungan efektif membangun fondasi kemampuan dan orientasi inovatif karyawan. Karyawan yang direkrut melalui proses *green hiring*

memiliki tingkat kesesuaian antara nilai-nilai pribadi individu, tujuan, dan kepribadian dengan budaya, norma, serta nilai-nilai organisasi (*person organization fit*) yang lebih tinggi dan secara intrinsik termotivasi untuk berkontribusi melalui perilaku kerja inovatif. Seperti yang terjadi pada perhotelan di kawasan Prawirotaman Yogyakarta, mereka menekankan perilaku lingkungan hidup ketika melakukan wawancara dan hal inilah yang membuat calon karyawan mengetahui bahwa GHRM sudah diterapkan pada hotel di kawasan ini.

Kedua, *Green Training* berpengaruh positif dan signifikan terhadap Perilaku Inovatif Karyawan hotel di kawasan Prawirotaman Yogyakarta. Program pelatihan lingkungan yang terstruktur terbukti meningkatkan kompetensi hijau sekaligus motivasi karyawan untuk menghasilkan solusi dan pendekatan baru dalam pekerjaan. *Green training* yang berdimensi individual, interpersonal, maupun organisasional secara sinergis membuka kombinasi pengetahuan baru yang menjadi fondasi perilaku inovatif. Implementasi yang terjadi pada perhotelan di kawasan Prawirotaman Yogyakarta membuat karyawan harus mengetahui bagaimana proses mengolah limbah makanan menjadi pupuk organik cair yang nantinya akan berguna bagi tanaman hidroponik.

Ketiga, *Green Compensation* berpengaruh positif dan signifikan terhadap Perilaku Inovatif Karyawan hotel di kawasan Prawirotaman Yogyakarta. *Green Compensation* memiliki daya ungkit terbesar dalam mendorong karyawan untuk secara aktif menampilkan perilaku kerja inovatif.

Hal ini sejalan dengan *Social Exchange Theory* yang menjelaskan bahwa kompensasi yang dipersepsikan adil mendorong karyawan untuk membalas dengan kontribusi yang lebih besar. Pada perhotelan di kawasan Prawirotaman Yogyakarta, penerapan *green compensation* dengan memberikan sanjungan berupa liburan bersama keluarga dan penghargaan ketika karyawan berhasil menciptakan ide inovatif hijau yang berguna untuk keberlangsungan hotel.

5.2 Implikasi Manajerial

Berdasarkan temuan penelitian ini, terdapat beberapa implikasi praktis yang dapat diterapkan oleh manajemen hotel di kawasan Prawirotaman Yogyakarta dalam merancang dan mengimplementasikan kebijakan GHRM guna mendorong perilaku inovatif karyawan.

1. Penguatan Praktik *Green Hiring* sebagai Fondasi Budaya Inovasi

Mengingat *green hiring* terbukti berpengaruh positif terhadap perilaku inovatif, manajemen hotel disarankan untuk menjadikan kriteria lingkungan sebagai bagian integral dalam proses rekrutmen dan seleksi karyawan. Secara konkret, hal ini dapat dilakukan dengan mencantumkan nilai-nilai keberlanjutan dalam deskripsi pekerjaan dan materi citra hotel, menyertakan pertanyaan wawancara yang menggali kesadaran dan kepedulian kandidat terhadap isu lingkungan serta, menjadikan rekam jejak perilaku ramah lingkungan kandidat sebagai salah satu pertimbangan dalam proses seleksi akhir. Pendekatan ini memastikan bahwa karyawan yang bergabung sudah memiliki *person-organization fit* yang tinggi terhadap

nilai-nilai hijau hotel, sehingga potensi inovasi dapat tumbuh secara organik dari dalam.

2. Pengembangan Program *Green Training* yang Terstruktur dan Berkelanjutan

Green training merupakan dimensi GHRM yang paling kuat dirasakan oleh karyawan hotel di kawasan Prawirotaman. Oleh karena itu, manajemen perlu menginvestasikan sumber daya lebih besar pada pengembangan program pelatihan hijau yang komprehensif. Rekomendasi implementasinya meliputi: menyelenggarakan pelatihan pengelolaan lingkungan secara periodik, mencakup topik efisiensi energi, pengurangan limbah, dan praktik operasional ramah lingkungan, mengintegrasikan sesi lintas departemen (*cross-functional training*) agar karyawan dari berbagai divisi dapat berbagi pengetahuan dan memunculkan kombinasi ide baru yang inovatif, memanfaatkan teknologi digital seperti *e-learning* dan simulasi virtual untuk memperluas jangkauan pelatihan tanpa membebani operasional harian hotel.

3. Perancangan Sistem *Green Compensation* yang Adil dan Memotivasi

Green compensation terbukti sebagai prediktor paling dominan terhadap perilaku inovatif karyawan. Temuan ini memberikan sinyal kuat bagi manajemen hotel bahwa sistem penghargaan yang dikaitkan dengan pencapaian target lingkungan merupakan investasi strategis yang memberikan imbal hasil tinggi dalam bentuk inovasi karyawan. Langkah-langkah praktis yang dapat ditempuh antara lain: merancang skema insentif

finansial yang transparan, misalnya bonus triwulanan bagi departemen yang berhasil mencapai target pengurangan penggunaan energi atau air, memperkenalkan penghargaan non-finansial seperti program "Karyawan Hijau Terbaik Bulan Ini" yang disertai sertifikat penghargaan, pengakuan publik di papan informasi hotel, atau penambahan hari cuti berbayar, serta mengaitkan penilaian kinerja tahunan karyawan dengan indikator kontribusi lingkungan yang terukur, sehingga perilaku inovatif yang berorientasi keberlanjutan mendapat pengakuan formal dalam sistem karier.

5.3 Keterbatasan Penelitian

Keterbatasan memiliki peran agar hasil penelitian dapat dipahami secara lebih proporsional, serta menjadi referensi untuk pengembangan penelitian selanjutnya. Adapun keterbatasan yang dimaksud adalah sebagai berikut: Penelitian ini memiliki sejumlah keterbatasan yang perlu diakui secara jujur untuk memberikan konteks yang tepat dalam interpretasi temuan.

1. Pertama, Keterbatasan Geografis dan Generalisasi. Penelitian ini hanya dilaksanakan pada hotel di kawasan Prawirotaman Yogyakarta, sehingga temuan tidak dapat digeneralisasikan secara langsung ke seluruh sektor perhotelan Indonesia yang memiliki keragaman konteks, skala, dan budaya organisasi yang sangat bervariasi. Kawasan Prawirotaman memiliki karakteristik khas sebagai hotel heritage dan butik yang mungkin berbeda dengan hotel bintang lima di kota metropolitan atau resort di destinasi wisata alam.

2. Keterbatasan data dikumpulkan pada satu titik waktu (*cross-sectional*), sehingga tidak dapat menangkap dinamika perubahan hubungan antarvariabel dari waktu ke waktu. Hubungan kausalitas yang ditarik dari data *cross-sectional* memiliki keterbatasan inferensial dibandingkan dengan desain longitudinal (Hair *et al.*, 2014).

Dengan menyadari keterbatasan-keterbatasan tersebut, diharapkan hasil penelitian ini dapat digunakan secara bijak serta menjadi dasar yang kuat bagi penelitian-penelitian berikutnya yang lebih mendalam dan menyeluruh.

5.4 Saran bagi Penelitian Selanjutnya

Berdasarkan keterbatasan yang telah diidentifikasi, berikut rekomendasi penelitian yang bersifat spesifik dan terukur bagi para peneliti selanjutnya. Penelitian selanjutnya disarankan untuk memperluas cakupan sampel ke beberapa kawasan perhotelan sekaligus (misalnya Malioboro, Kaliurang, Bantul, dan Prawirorejo) untuk memungkinkan analisis komparatif antarkawasan. Perluasan ke hotel bintang tiga hingga lima di kota-kota wisata utama Indonesia (Bali, Lombok, Labuan Bajo) akan meningkatkan generalisabilitas temuan secara nasional.

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LAMPIRAN

Lampiran 1. Surat Izin Penelitian

SURAT KETERANGAN RISET PERUSAHAAN

Yang bertandatangan dibawah ini:

Nama	: Irwin Ridwan M
Jabatan	: General Manager

Menyatakan bahwa :

Nama	: Vincensius Fendy Brian Bernadi
Asal Instansi	: Universitas Atma Jaya Yogyakarta
Fakultas	: Fakultas Bisnis dan Ekonomika

Telah melakukan kegiatan wawancara bersama General Manager tentang Program Green Human Resource dan Perilaku Inovatif di Gallery Prawintaman Hotel yang berlokasi di Jl. Prawintaman 2 No.839 B, Brondokusumen, Kels. Mengojan, Kota Yogyakarta, Daerah Istimewa Yogyakarta 55153. Pada Tanggal 28 April 2026, yang dibutuhkan untuk memenuhi syarat penyelesaian tugas akhir Skripsi dan nantinya akan dipresentasikan saat proses ujian pendadaran.

Dengan Demikian surat keterangan ini dibuat dengan benar, untuk dipergunakan sebagaimana mestinya.

Yogyakarta, 11 Mei 2026


General Manager

SURAT KETERANGAN RISET PERUSAHAAN

Yang bertandatangan dibawah ini:

Nama	: Agus Bastyan
Jabatan	: Sales Executive

Menyatakan bahwa :

Nama	: Vincensius Fendy Brian Bernadi
Asal Instansi	: Universitas Atma Jaya Yogyakarta
Fakultas	: Fakultas Bisnis dan Ekonomika

Telah melakukan kegiatan wawancara bersama Sales Executive tentang Program Green Human Resource dan Perilaku Inovatif di Greenhost Boutique Hotel yang berlokasi di Jl. Gajah Mada 225, Brondokusumen, Kels. Mengojan, Kota Yogyakarta, Daerah Istimewa Yogyakarta 55153. Pada Tanggal 5 Mei 2026, yang dibutuhkan untuk memenuhi syarat penyelesaian tugas akhir Skripsi dan nantinya akan dipresentasikan saat proses ujian pendadaran.

Dengan Demikian surat keterangan ini dibuat dengan benar, untuk dipergunakan sebagaimana mestinya.

Yogyakarta, 11 Mei 2026


Sales Executive



**FAKULTAS BISNIS
DAN EKONOMIKA**
UNIVERSITAS ATMA JAYA YOGYAKARTA

Nomor: 956/Pen/I
Lamp. : -
Hal : Ijin Penelitian, Penyebaran Kuesioner

20 April 2026

Kepada Yth.
Pimpinan Gallery Prawirotaman Hotel
Jl. Prawirotaman 2 No.839 B, Brontokusuman, Kec. Mergangsan, Kota
Yogyakarta, Daerah Istimewa Yogyakarta 55153
Dengan hormat,

Sehubungan dengan penulisan Skripsi yang berjudul "**Pengaruh *Green* HRM (*Green Hiring, Green Training, Green Compensation*) terhadap Perilaku Inovatif**" yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : Vincensius Fendy Brian Bernadi
NPM/Program Studi : 220326869/Manajemen
No. Handphone : 081226930348

Kami mohon Bapak berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan.

1. Berdikusi mengenai bukti dari *green hiring, green training, green compensation* yang telah dilakukan, melakukan pengisian kuisisioner dengan total 120 responden

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.

Dekan



Wenefrida Mahestu N. Krisjanti, SE., M.Sc., Ph.D.

Alamat

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Lampiran 2. Kuesioner Data Responden

Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

Yth. Bapak/Ibu

Perkenalkan saya **Vincensius Fendy Brian Bernadi**, mahasiswa Program Studi Manajemen, Fakultas Bisnis dan Ekonomika, Universitas Atma Jaya Yogyakarta. Saat ini sedang menjalankan penelitian tugas sebagai bagian dari penyusunan skripsi.

Penelitian ini berjudul **"Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif pada Karyawan Greenhost Boutique Hotel Prawirotaman."**

Sehubungan dengan hal tersebut, saya memohon partisipasi Bapak/Ibu untuk dapat mengisi kuesioner ini. Kesiediaan Bapak/Ibu/Saudara/i sebagai responden sangat berarti bagi keberhasilan penelitian ini. Seluruh jawaban yang diberikan akan **dijaga kerahasiaannya** dan hanya digunakan untuk **kepentingan penelitian akademik**.

KRITERIA RESPONDEN :

- Responden merupakan karyawan tetap di Greenhost Boutique Hotel Prawirotaman.
- Responden telah bekerja minimal dua tahun.

Jika terdapat pertanyaan terkait kuesioner ini, Anda dapat menghubungi :
WhatsApp : 081226930348 (Fendy)
Email : brianbernadi12@gmail.com

Atas perhatian dan kesediaan Bapak/Ibu/Saudara/i dalam berpartisipasi pada penelitian ini, saya ucapkan terima kasih.

Hormat saya,

Vincensius Fendy Brian Bernadi

brianbernadi12@gmail.com [Ganti akun](#)

Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Atas perhatian dan kesediaan Bapak/Ibu/Saudara/i dalam berpartisipasi pada penelitian ini, saya ucapkan terima kasih.

Hormat saya,

Vincensius Fendy Brian Bernadi

brianbernadi12@gmail.com [Ganti akun](#)

Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

brianbernadi12@gmail.com [Ganti akun](#)

Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Data Diri Responden

Silakan mengisi data berikut ini sesuai dengan kondisi Anda yang sebenarnya. Data yang diberikan hanya digunakan untuk kebutuhan analisis penelitian. Identitas responden dijamin kerahasiaannya

Jenis Kelamin *

☐ Laki-Laki

☐ Perempuan

Usia *

☐ < 25 tahun

☐ 25 - 34 tahun

☐ 35 - 44 tahun

☐ 45 - 54 tahun

☐ > 54 tahun

Apakah Anda bekerja di Perhotelan kawasan Prawirotaman *

☐ Ya

☐ Tidak

Apakah Anda karyawan tetap di hotel tersebut *

☐ Ya

☐ Tidak

Apakah Anda telah bekerja minimal dua tahun? *

☐ Ya

☐ Tidak

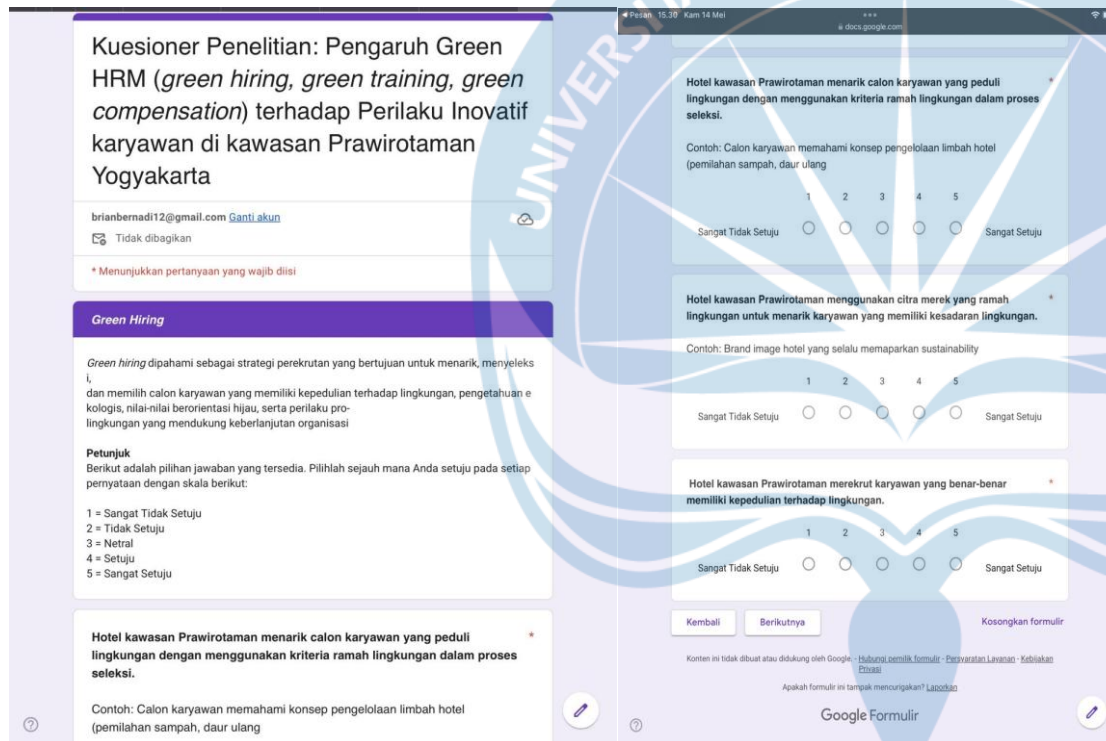
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Lampiran 3. Pernyataan Terkait *Green Hiring*



Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

brianbernadi12@gmail.com [Ganti akun](#)

Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Green Hiring

Green hiring dipahami sebagai strategi perekrutan yang bertujuan untuk menarik, menyeleksi, dan memilih calon karyawan yang memiliki kepedulian terhadap lingkungan, pengetahuan ekologis, nilai-nilai berorientasi hijau, serta perilaku pro-lingkungan yang mendukung keberlanjutan organisasi

Petunjuk
Berikut adalah pilihan jawaban yang tersedia. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:

1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Hotel kawasan Prawirotaman menarik calon karyawan yang peduli lingkungan dengan menggunakan kriteria ramah lingkungan dalam proses seleksi.

Contoh: Calon karyawan memahami konsep pengelolaan limbah hotel (pemilahan sampah, daur ulang)

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Hotel kawasan Prawirotaman menggunakan citra merek yang ramah lingkungan untuk menarik karyawan yang memiliki kesadaran lingkungan.

Contoh: Brand image hotel yang selalu memaparkan sustainability

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

Hotel kawasan Prawirotaman merekrut karyawan yang benar-benar memiliki kepedulian terhadap lingkungan.

1 2 3 4 5

Sangat Tidak Setuju Sangat Setuju

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Lampiran 4. Pernyataan Terkait *Green Training*

Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

brianbernadi12@gmail.com [Ganti akun](#)

Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Green Training

Green training dimaknai sebagai suatu rangkaian program pengembangan yang tersusun secara sistematis, bertujuan untuk meningkatkan kesadaran, pengetahuan, keterampilan, serta kompetensi karyawan dalam aspek pengelolaan lingkungan dan penerapan praktik kerja yang berwawasan ekologis.

Petunjuk
Berikut adalah pilihan jawaban yang tersedia. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:

1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Hotel kawasan Prawirotaman mengadakan program pelatihan tentang pengelolaan lingkungan untuk meningkatkan kesadaran, keterampilan, dan keahlian karyawan.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Hotel kawasan Prawirotaman menyediakan pelatihan terpadu yang bertujuan menumbuhkan keterlibatan emosional karyawan dalam pengelolaan lingkungan.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Hotel kawasan Prawirotaman menerapkan manajemen pengetahuan ramah lingkungan, yaitu menghubungkan pendidikan dan pengetahuan lingkungan dengan perilaku nyata untuk mencari solusi pencegahan masalah lingkungan.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

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Lampiran 5. Pernyataan Terkait *Green Compentation*

Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

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Tidak dibagikan

* Menunjukkan pertanyaan yang wajib diisi

Green Compensation

Green compensation merupakan suatu sistem pemberian imbalan kepada karyawan, yang dapat bersifat finansial maupun non-finansial, sebagai bentuk penghargaan atas peran serta mereka dalam mendukung pencapaian sasaran lingkungan organisasi.

Petunjuk
Berikut adalah pilihan jawaban yang tersedia. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:

1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Hotel kawasan Prawirotaman memberikan tunjangan ramah lingkungan (misalnya untuk transportasi atau perjalanan) daripada memberi kartu prabayar untuk membeli produk ramah lingkungan.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Hotel kawasan Prawirotaman memberikan insentif keuangan atau potongan pajak, seperti pinjaman sepeda atau penggunaan mobil yang lebih ramah lingkungan.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Hotel kawasan Prawirotaman memiliki penghargaan non-finansial untuk karyawan yang berprestasi dalam pengelolaan lingkungan, misalnya pengakuan publik, piagam penghargaan, liburan berbayar, cuti khusus, atau sertifikat hadiah.

1 2 3 4 5

Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

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Lampiran 6. Pernyataan Terkait Perilaku Inovatif

Kuesioner Penelitian: Pengaruh Green HRM (*green hiring, green training, green compensation*) terhadap Perilaku Inovatif karyawan di kawasan Prawirotaman Yogyakarta

brianbernadi12@gmail.com [Santi akun](#)
Tidak dibagikan
* Menunjukkan pertanyaan yang wajib diisi

Perilaku Inovatif

Perilaku inovatif didefinisikan sebagai rangkaian tindakan kompleks yang berfokus pada eksplorasi, pengembangan, pengadvokasian, serta implementasi ide-ide baru di lingkungan kerja, dengan tujuan menghasilkan manfaat bagi kinerja individu, kelompok, atau organisasi secara keseluruhan

Petunjuk
Berikut adalah pilihan jawaban yang tersedia. Pilihlah sejauh mana Anda setuju pada setiap pernyataan dengan skala berikut:

1 = Sangat Tidak Setuju
2 = Tidak Setuju
3 = Netral
4 = Setuju
5 = Sangat Setuju

Saya memperhatikan masalah di luar tugas harian saya. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya sering bertanya bagaimana suatu hal bisa diperbaiki. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya mencari metode, teknik, atau alat kerja baru. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya menghasilkan solusi tepat untuk masalah yang ada. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya menemukan pendekatan baru dalam menyelesaikan tugas. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya membuat rekan kerja atau anggota organisasi menjadi sesuatu yang penting terhadap ide-ide inovatif. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya mencoba meyakinkan orang lain untuk mendukung ide-ide inovatif. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya secara sistematis menerapkan ide-ide inovatif ke dalam praktik kerja. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya berkontribusi dalam mewujudkan ide-ide baru. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

Saya berupaya mengembangkan hal-hal baru di tempat kerja. *

1 2 3 4 5
Sangat Tidak Setuju ☐ ☐ ☐ ☐ ☐ Sangat Setuju

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Lampiran 7. Hasil Uji Validitas

Green Hiring

		Correlations			
		GH1	GH2	GH3	Total
GH1	Pearson Correlation	1	.471**	.513**	.833**
	Sig. (2-tailed)		.000	.000	.000
	N	115	115	115	115
GH2	Pearson Correlation	.471**	1	.411**	.777**
	Sig. (2-tailed)	.000		.000	.000
	N	115	115	115	115
GH3	Pearson Correlation	.513**	.411**	1	.796**
	Sig. (2-tailed)	.000	.000		.000
	N	115	115	115	115
Total	Pearson Correlation	.833**	.777**	.796**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	115	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Green Training

Correlations

		GTN1	GTN2	GTN3	Total
GTN1	Pearson Correlation	1	.679**	.701**	.911**
	Sig. (2-tailed)		.000	.000	.000
	N	115	115	115	115
GTN2	Pearson Correlation	.679**	1	.615**	.863**
	Sig. (2-tailed)	.000		.000	.000
	N	115	115	115	115
GTN3	Pearson Correlation	.701**	.615**	1	.868**
	Sig. (2-tailed)	.000	.000		.000
	N	115	115	115	115
Total	Pearson Correlation	.911**	.863**	.868**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	115	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Green Compensation

Correlations

		GC1	GC2	GC3	Total
GC1	Pearson Correlation	1	.719**	.738**	.906**
	Sig. (2-tailed)		.000	.000	.000
	N	115	115	115	115
GC2	Pearson Correlation	.719**	1	.714**	.894**
	Sig. (2-tailed)	.000		.000	.000
	N	115	115	115	115
GC3	Pearson Correlation	.738**	.714**	1	.910**
	Sig. (2-tailed)	.000	.000		.000
	N	115	115	115	115
Total	Pearson Correlation	.906**	.894**	.910**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	115	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Perilaku Inovatif

		Correlations										Total
		PI1	PI2	PI3	PI4	PI5	PI6	PI7	PI8	PI9	PI10	
PI1	Pearson Correlation	1	.500**	.627**	.574**	.544**	.455**	.531**	.528**	.531**	.576**	.755**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI2	Pearson Correlation	.500**	1	.672**	.521**	.435**	.464**	.543**	.438**	.479**	.474**	.691**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI3	Pearson Correlation	.627**	.672**	1	.540**	.546**	.525**	.676**	.527**	.507**	.540**	.779**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI4	Pearson Correlation	.574**	.521**	.540**	1	.681**	.701**	.738**	.713**	.682**	.756**	.854**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI5	Pearson Correlation	.544**	.435**	.546**	.681**	1	.706**	.694**	.594**	.660**	.609**	.804**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI6	Pearson Correlation	.455**	.464**	.525**	.701**	.706**	1	.645**	.716**	.595**	.686**	.801**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI7	Pearson Correlation	.531**	.543**	.676**	.738**	.694**	.645**	1	.632**	.716**	.648**	.847**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI8	Pearson Correlation	.528**	.438**	.527**	.713**	.594**	.716**	.632**	1	.705**	.799**	.822**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI9	Pearson Correlation	.531**	.479**	.507**	.682**	.660**	.595**	.716**	.705**	1	.723**	.818**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	115	115	115	115	115	115	115	115	115	115	115
PI10	Pearson Correlation	.576**	.474**	.540**	.756**	.609**	.686**	.648**	.799**	.723**	1	.843**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	115	115	115	115	115	115	115	115	115	115	115
Total	Pearson Correlation	.755**	.691**	.779**	.854**	.804**	.801**	.847**	.822**	.818**	.843**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	115	115	115	115	115	115	115	115	115	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Lampiran 8. Uji Reliabilitas

Green Hiring

Reliability Statistics	
Cronbach's Alpha	N of Items
.723	3

Green Training

Reliability Statistics	
Cronbach's Alpha	N of Items
.854	3

Green Compensation

Reliability Statistics	
Cronbach's Alpha	N of Items
.886	3

Perilaku Inovatif

Reliability Statistics	
Cronbach's Alpha	N of Items
.934	10

Lampiran 9. Hasil Analisis Deskriptif

Green Hiring

Descriptive Statistics

	Mean	Std. Deviation	N
GH1	4.44	.678	115
GH2	4.57	.637	115
GH3	4.52	.640	115
Total	13.53	1.569	115

Green Training

Descriptive Statistics

	Mean	Std. Deviation	N
GTN1	4.54	.704	115
GTN2	4.48	.612	115
GTN3	4.57	.593	115
Total	13.59	1.685	115

Green Compesation

Descriptive Statistics

	Mean	Std. Deviation	N
GC1	4.37	.809	115
GC2	4.16	.790	115
GC3	4.37	.862	115
Total	12.89	2.223	115

Perilaku Inovatif

Descriptive Statistics

	Mean	Std. Deviation	N
PI1	4.33	.866	115
PI2	4.52	.612	115
PI3	4.43	.703	115
PI4	4.41	.591	115
PI5	4.43	.623	115
PI6	4.40	.618	115
PI7	4.41	.620	115
PI8	4.50	.598	115
PI9	4.46	.639	115
PI10	4.50	.583	115
Total	44.39	5.155	115

Lampiran 10. Hasil Analisis Korelasi

		Correlations			
		Y	X1	X2	X3
Pearson Correlation	Y	1.000	.604	.668	.640
	X1	.604	1.000	.789	.430
	X2	.668	.789	1.000	.594
	X3	.640	.430	.594	1.000

Lampiran 11. Hasil Uji Regresi Linear Berganda

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	11.749	2.938		.000
	X1	.805	.338	.245	.019
	X2	.741	.353	.242	.038
	X3	.906	.182	.391	.000

a. Dependent Variable: Y

Lampiran 12. Hasil Uji Koefisien Determinasi

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.748 ^a	.560	.548	3.466	.560	47.073	3	111	.000

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Lampiran 13. Hasil Uji F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1696.178	3	565.393	47.073	.000 ^b
	Residual	1333.213	111	12.011		
	Total	3029.391	114			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X1, X2						

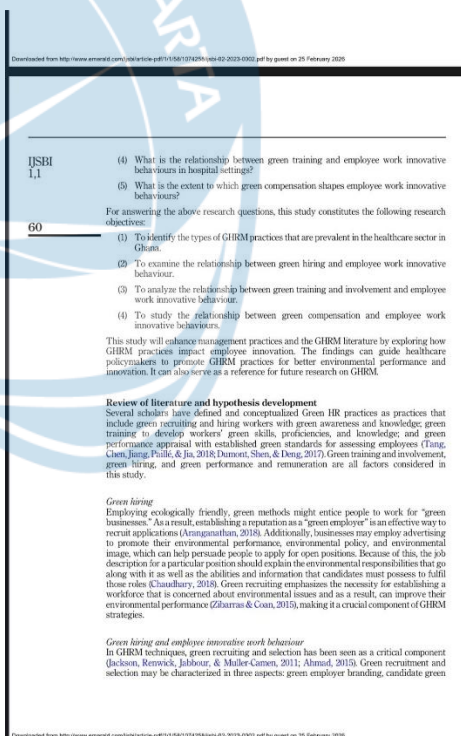
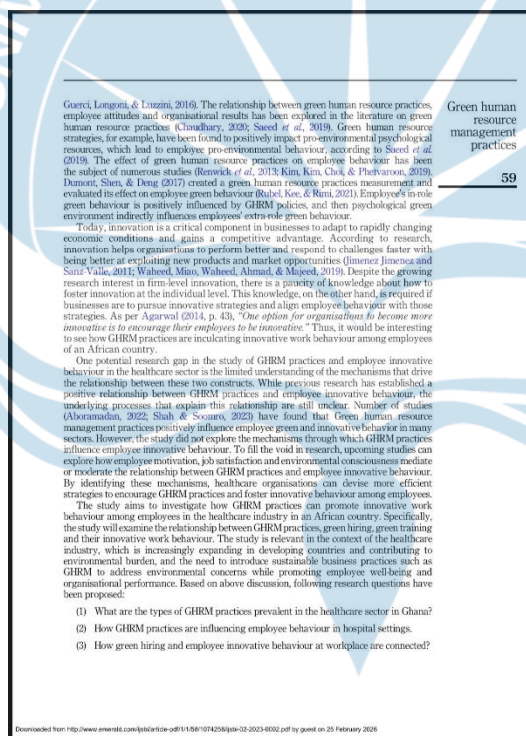
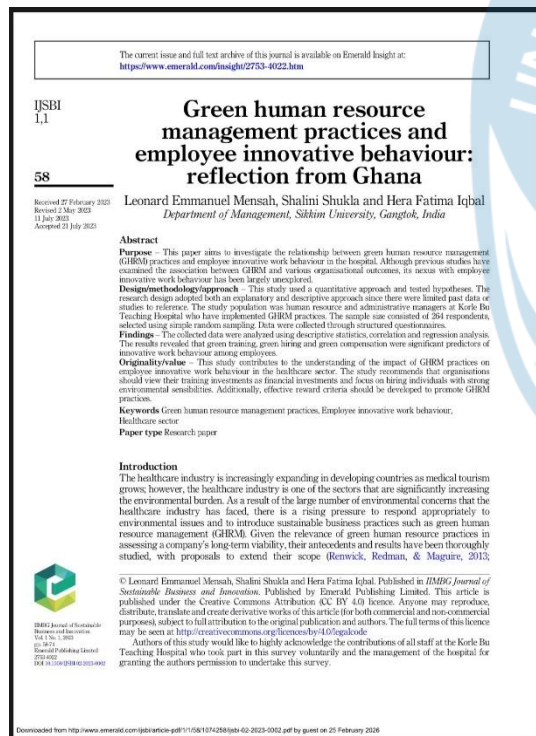
Lampiran 11. Dokumentasi di Greenhouse Boutique Hotel



Lampiran 12. Dokumentasi di Gallery Prawirotaman Hotel



Lampiran 13. Jurnal Acuan Penelitian



awareness, and green criteria to attract applicants, according to prior studies (Renwick *et al.*, 2013).

First and foremost, candidates' green awareness is a key factor in green hiring and selection. This awareness encompasses personality attributes like conscientiousness, agreeableness, and green consciousness, as well as creative work practices that support organisations' environmental objectives. According to research, employees that value the environment actively advance their environmental knowledge while working, which enhances the environmental performance and innovation of their company (Morgan & Rayner, 2019; Eladai, Kelly, Roche, & Eyalat, 2008).

Green employer branding, on the other hand, refers to a company's image and reputation in terms of environmental management, which may be shaped through GIRM techniques (Ahmed, Alagoul, & Shah, 2019). Job searchers can perceive a good fit between their own and an organisation's values through green employer branding, according to Jones and Wilness (2013), and they may experience a feeling of satisfaction working for a firm with a strong environmental reputation. Job searchers frequently use information about a company's environmental performance and description as a criterion for judging how the company treats its employees. Organisations with good green signals might also attract job searchers (Jalilpour, 2011). As a result, green branding by businesses is an effective way for employers to attract and choose potential workers who are concerned about environmental concerns and images.

Third, green criteria should be used to assess and hire people. In job descriptions and personnel criteria, for example, recruitment companies might stress environmental concerns. Environmental knowledge, values, and beliefs are all topics that may be explored (Hadji, Perazade, & Farla, 2019; Hameed, Khan, Ismail, Sheikh, & Naeem, 2020). Based on this, the study suggests that:

H1: There is positive relationship between green hiring and employee innovative work behaviour.

Green training and involvement

Green training and involvement are seen as a top priority for every organisation, as it helps to its long-term success (Frasno, Garcia, Lertzer, & Haining, 2018). It is also necessary for carrying out successful environmental management and cleaner production activities (Jalilpour, 2013; Dana, Jalilpour, & Sousa Jalilpour, 2017). According to Fernández, Juncos, and Orlitz (2003), adopting an environmental approach in organisations necessitates increasing employees' skills, awareness, and knowledge related to both materials and processes; this, in turn, necessitates environmental management training in order to achieve employee involvement and participation in environmental issues. As a result, employee engagement is critical for environmental and social responsibility because it encourages employee commitment to environmental goals, which is a major component in enhancing environmental management system outcomes (Rameshchandra, 2011; Gray, 2010). Waste minimization, resource efficiency, and pollution reduction are all advantages of these systems. Staff engagement in green initiatives will assist to establish green aims, motivations, and capabilities among workers, which will improve chances to upgrade green management (Labeolla Fernández & Martínez del Río, 2019).

Green training and involvement and employee innovative work behaviour

Employee training focuses on job-related skills and routine knowledge, which does not produce innovation in itself (Kianto, Sieu, & Aramburo, 2017; Jung, Lepak, Hu, & Buer, 2012). Employees, on the other hand, must have knowledge and skills regarding their present

Green human
resource
management
practices

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JSRM
1,1

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duties in order to analyse day-to-day operations. Employees can only reflect on their present duties and then develop process innovation when they are routine rather than disruptive (Domit & de Pablo, 2013). As a result, "role training is essential for creative behaviour, it does not ensure it. Employee development that is broad in scope and unconnected to their work encourages employees to critically challenge current methods by allowing them to "transcend logical and sequential thinking, making the jump to creativity" (p. 4042) (Jung *et al.*, 2012) this makes it easier to one up with new ideas. As a result, innovative behaviour may be improved by training and development, which includes a combination of foundational trainings to envision the present work environment and general staff development to enable employees to think beyond their daily routine. HRM must supply this mix in order to support workers' creative behavior (Sas-Nehles and Veenendaal (2019).

There's also a distinction to be made in terms of training and development. Individual practices, interpersonal practices, and organisational practices are separated into three levels (Sung & Choi, 2013). Individual practices seek to broaden the knowledge base by offering channels for self-learning as well as literature. Interpersonal techniques allow for cross-departmental contact and information exchange, which facilitates reciprocal learning and idea development (Chuang, Jackson, & Jung, 2010). Cross-functional trainings, for example, "inspire employees to build innovative combinations of existing knowledge by bringing together knowledge that was not readily related in the past" (Sung & Choi, 2013, p. 398). Through task forces, information exchange systems, and organisation-wide learning practices, organisational practices provide an overall learning environment. Furthermore, when engineers, for example, cooperate with shop floor employees, innovation is made easier to execute.

Individual learning is simply a starting point for creativity; it does not, by itself, enhance idea development (Albrecht, Baker, Graham, Macey, & Sims, 2013). Employee creativity is improved through interpersonal training because mutual learning opens up new combinations of knowledge inside a firm (Ahmed, Hassan, Ayub, & Almisaki, 2018). This is especially important at the idea generation stage of the inventive process. Furthermore, horizontal communication fosters a feedback culture, which improves the chances of successful innovation implementation throughout the implementation stage. Organisational learning tends to follow the same logic as information sharing; through, for example, IT systems or established information-sharing mechanisms that encourage flexibility, experimentation, and feedback – all of which are important elements in the idea generation and implementation phases of innovative behaviour (Santoro *et al.*, 2017). To sum up, when task-specific training (which enables creative behaviour) is paired with general staff development, training and development improves innovative behaviour (stimulate innovative behaviour) (De Jong *et al.*, 2010). However, it is critical to urge employees to attend trainings because they are typically preoccupied with their daily tasks and overlook the importance of personal growth (De & Sijpe, 2019; Jung *et al.*, 2012; Rehman, Ahmed, Allen, Razi, & Kazi, 2019). Based on these assertions, the study suggests that:

H2: There is positive relationship between green training and involvement and employee innovative work behaviour.

Green compensation

In essence, enhancing a company's environmental performance will improve its economic performance (Mousa & Othman, 2020). Adopting a green standard and predictor is therefore a top priority for improving a company's environmental performance (Jung *et al.*, 2018). Garcia *et al.*, 2016), where defining green targets for all workers will allow translating sustainability objectives into action plans for all workers (Sivaramakrishna, Zhang, & Liu, 2018; Garcia, Radaceli, Sliet, Crevin, & Shmi, 2019; Kachhar, 2018) emphasised the

significance of environmentally influenced behaviours in achieving environmental performance. Firms could also support environmental efforts by rewarding staff based on environmental performance metrics. Indirect green pay advantages of sustainable initiatives were shown to be sufficient grounds for promoting employee dedication to green aims by Merino and Sen (2017).

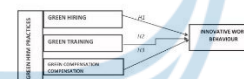
Green compensation and employee innovative work behaviour

Compensation positively impacts creative work behaviour, according to the concepts underlying social exchange theory, since employees who believe their efforts are being appropriately compensated feel obligated to pay back with discretionary extra role efforts, including innovative work behaviour (Jansen, 2000; Sofer, Van der Heijden, & Jacobs, 2020). A sense of duty to give the employer with unique information and insight, as well as incentive recommendations for development, may arise as a result of perceptions of the organisation's remuneration package (Shenier, Bismugupta, Van der Heijden, & Farrell, 2017; Bedaai, Sanders, & Rindhart, 2014). Indeed, research findings demonstrate that a compensation system may have a substantial influence on creative behaviour (Sanders, Mockang, Terka, Greenwald, & Gromeyeld, 2018; Bjornd & Jespersen, 2014; Zhang & Begley, 2011), both as a tool to encourage it and as a tool to deter other behaviours by solely rewarding inventive activities (Atiq, Wahid, Javadi & Khatami, 2017).

Performance management is a company's method of enhancing, coaching, and developing personnel on a regular basis with the ultimate objective of improving organisational performance (in this case, creative behaviour) (Gorman, Meriac, Koch, Ray, & Gough, 2017). Conducting evaluation interviews between line managers and subordinates is the most prevalent type of performance management (Bosche, Fardale, & Pajouré, 2018). Specific performance management needs develop as a result of the objective of promoting creative behaviour. Workers are more willing to demonstrate innovative behaviour if they articulate a desire for idea generation (Suseno, Standing & Guegatharen, 2017; Hammond, Neff, Farr, Schwall, & Zhao, 2011). It is clear that stating innovation as a goal encourages innovative behaviour by raising work motivation and motivating people to come up with new ideas. Furthermore, it is critical to recognize that the innovation process is unpredictable and innovation necessitates risk-taking. As a result, taking risks and being proactive should be encouraged and rewarded in an appropriate manner (Srin, Parida, Prishammar, & Vincent, 2020). On this basis, the study presumes that:

H3: There is positive relationship between green compensation and employee work innovative behaviour.

Based on above discussion, following is the proposed research model (See Figure 1):



Source(s): Proposed by authors

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Figure 1:
Proposed
research model

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Methodology

Study design

The study adopted a quantitative design because questionnaires were the primary data gathering tools utilized in this study. Studies like this focus on a specific scenario or issue to uncover connections between several variables. Accordingly, to shed light on the connections between various factors, the research employed a descriptive and explanatory approach.

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Sample size and technique

The study's sample size is 300 people, which was calculated using the Krejcie and Morgan (1970) sample size table out of the population of 7389 HR and administrative staff (Ben Medical staff) had been taken into consideration for selecting the sample respondents. Simple random sampling strategy was used to ensure that no bias was introduced and the data were fairly represented in terms of which employees to include in the study. A total of 300 random numbers has been generated using the Microsoft excel and payroll list has also been used to identify the respective employee. A total of 300 questionnaires were distributed to participants and found 284 (n) completed responses for further data analysis Krejcie and Morgan (1970).

Questionnaire and measures

There were three sections to the questionnaire. To begin, there were demographic questions to answer, followed by questions on GHRM methods during training, performance and compensation, and finally, a section for an innovative employee behaviour variable to complete.

Green HRM is a strategic approach that integrates environmental considerations into HRM practices (Almoud 2010; Guerci *et al.* (2016), Perzadali, Muti, and Nouri (2018). While there are many variables that could be considered in the context of Green HRM, Green training, green hiring, and green compensation are three key variables that have been shown to have a significant impact on employee environmental attitudes and behaviours (Chen, Jiang, Li, and Guo (2021). Literature review section has discussed the importance of these variables on employee behaviour and performance. Hence, we have used pre-existing scales of Green Hiring (Almoud *et al.*, 2017), Green Training (Almoud *et al.*, 2017) and Green compensation (Almoud *et al.*, 2017) with few modifications on items scale to serve the purpose of the questions. For measuring the employee innovative behaviour Janssen (2000, 2003) scale adopted from Scott and Bruce's (1994) has been used.

Ethical clearance and data collection

In administration of the data instrument, permission was obtained from the authorities of the case study organisation. After approval, respondents were therefore chosen randomly especially those that meet the characteristics of the population of the study. Respondents were assured of privacy and confidentiality of the data that was provided.

Data analysis technique

It is the major goal of data analysis in a research process to give the necessary empirical proof that research data may answer the research question based on the objectives set out by. This study's core data was broken down into two sections for analysis. In the first portion, descriptive statistics were used to calculate the average and standard deviation. It was shown that GHRM and employee innovative behaviour were linked using hierarchical regression analysis with demographic factors serving as control variables.

Data analysis and findings

Respondents' demographics

Following Table 1 is the summarization of respondents' profile. This suggests that the majority of the respondents were female and young. The study also shows that 50% of the respondents were single, 45.8% of the respondents were married and 4.2% of the respondents were divorced. This is agrees that the majority of the respondents were single.

According to the correlational analyses (See Table 2), there is statistically significant positive association between Green Hiring and Employees' Innovative Work Behaviour $r = 0.168$, Green Training and Employees' Innovative Work Behaviour $r = 0.083$, Green Compensation and Employees' Innovative Work Behaviour $r = 0.167$. Therefore, an increase in Green Hiring, Green training and Green compensation in businesses will increase the innovative work behaviour of workers, who will be able to identify new ways to make and systematically bring innovative ideas into work practices as a result of the increased use of green hiring.

According to the findings reported in Table 3, on average, the majority of respondents stated that their organisation occasionally considers green hiring, with a mean score of 3.4116 and a standard deviation of 0.7124. Again, majority of respondents stated that their organisation occasionally considers green training, with a mean score of 3.5783 and a standard deviation of 0.7478, and finally majority of respondents stated that their organisation occasionally considers green compensation, with a mean score of 3.6742 and a standard deviation of 0.8598.

According to the findings reported in Table 4, on average, the majority of respondents stated that their organisation sometimes identifies new ways to make and systematically brings innovative ideas into work practices, with a mean score of 3.6742 and a standard deviation of 0.8598.

Control variables: Innovative work behaviour at work place may be influenced by many extraneous variables thus study proposed few control variables to reduce the confounding effect of these variables on dependent variables. Accordingly, age, marital status, gender and experience have been taken as control variables in analysis process.

Demographic	Category	Frequency	Percentage
Gender	Male	90	31.1
	Female	174	60.9
Age	20-25 years	45	15.8
	26-30 years	55	19.4
	31-35 years	58	20.4
	36-40 years	42	14.8
	41 years and above	27	9.6
Marital status	Single	132	46.8
	Married	123	43.7
Years of working	Divorced/Separated	11	3.9
	3-5 years	31	10.9
	5-8 years	44	15.5
	8-12 years	140	49.7
	12-16 years	15	5.3
Availability of policy on GHRM practices	Yes	216	76.8
	No	23	8.1
ISO14001 certification	Yes	25	8.8
	No	146	51.4
Not Sure	Yes	34	12.0
	No	34	12.0

Source(s): Prepared by Authors through Primary Field Data

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Table 2.
Correlation analysis
results

	1	2	3	4	5	6	7	8
Gender	1							
Age	0.071**	1						
Marital Status	0.077**	-0.215**	1					
Years of Working	0.147**	-0.268**	0.229**	1				
Green Hiring	0.06	-0.104*	0.171*	0.181**	1			
Green Training	0.113	-0.096	0.128	0.180**	-0.338**	1		
Green Compensation	0.111	-0.028	-0.022	0.062	0.022	-0.003	1	
Innovative Work Behaviour	0.090	-0.029	0.108	0.112	0.107*	0.083	0.147**	1

Source(s): Prepared by Authors through Primary Field Data

Table 3.
Descriptive statistics
on independent
variables

Independent variables	N	Minimum	Maximum	Mean	Std. Deviation
Green hiring	284	2	4.67	3.4116	0.712394
We attract green job candidates who use green criteria to select organisations	284	1	5	3.3	1.06
We use green employee handbook to attract green employees	284	1	5	3.32	1.05
Our firm recruits employees who have green awareness	284	1	5	3.62	1.00
Green training	284	1.67	5	3.5783	0.74718
We develop training programs in environmental management to increase environmental awareness, skills, and expertise of employees	284	1	5	3.5	1.05
We have integrated training to create the emotional involvement of employees in environment management	284	1	5	3.53	1.05
We have green knowledge management (link environmental education and knowledge to behaviours to develop preventive solutions)	284	1.33	5	3.6742	0.85998
Green compensation	284	1	5	3.67	1.07
We make green benefits (transport/travel) available rather than giving out per diem cards to purchase green products	284	1	5	3.67	1.07
In our firm, there are financial or tax incentives (coupons, loans, used fuel polluting cars)	284	1	5	3.67	1.07
Our firm has recognised based research in environmental management for staff public recognition, awards, paid vacations, time off gift certificates)	284	1	5	3.68	1.08

Source(s): Prepared by Authors through Primary Field Data

Hypotheses testing

As discussed above, some control variables were considered, including age, marital status, gender, and years of working experience at the organisation. Hypotheses and the objectives of the study guided the rest of these parts.

Given that both outcome variables were statistically significant, the model summary findings for both regression equations were statistically significant (See Table 5). It is

	N	Minimum	Maximum	Mean	Std. deviation
EMPLOYEE INNOVATIVE WORK BEHAVIOUR	264	1.40	4.20	3.6990	0.71721
Pay attention to issues that are not part of your daily work?	264	1	5	3.72	1.307
Wonder how things can be improved?	264	1	5	3.56	1.385
Search out new working methods, techniques, or techniques?	264	1	5	3.70	1.333
Generate original solutions for problems?	264	1	5	3.72	1.307
Find new approaches to execute tasks?	264	1	5	3.56	1.385
Make important organisational members enthusiastic for innovative ideas?	264	1	5	3.70	1.333
Attempt to convince people to support an innovative idea?	264	1	5	3.72	1.307
Systematically introduce innovative ideas into work practices?	264	1	5	3.56	1.385
Contribute to the implementation of new ideas?	264	1	5	3.70	1.333
Put effort in the development of new things?	264	1	5	3.72	1.307

Sources: Primary Field Data (2022)

Green hiring and employee innovative behaviour	B	SE B	β	t
(Constant)	4.702	0.445		10.705
Green Hiring	0.224*	0.062	-0.228	-3.606
R ²	0.067			4.913
Green training and employee innovative behaviour	3.661	0.402		9.112
Green Training	0.042*	0.06	0.066	1.036
R ²	0.042			2.285
Green compensation and employee innovative behaviour	4.118	0.397		10.367
Green Compensation	0.114*	0.054	-0.13	-2.088
R ²	0.057			2.288

Note(s): Dependent Variable: Innovative Work Behaviour
Sources: Primary Field Data (2022)

possible to explain a 4.2% variation in Innovative Work Behaviour with Green Training, which has an R-square value of 0.43, which indicates that, green training explains 43% of the variations in Employee innovative behaviour in the regression output. For the model, a P-value of less than 0.05 means at least one of the hypotheses is supported.

Relationship between green hiring and employee work innovative behaviour

Given that both outcome variables were statistically significant, the model summary findings for both regression equations were statistically significant. It is possible to explain 8.7% variation in Innovative Work Behaviour with Green Hiring, which has an R-square value of 0.067. For the model, a P-value of less than 0.05 means at least one of the hypotheses is supported.

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Table 4.
Descriptive statistics on innovative work behaviour

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The findings also indicate that Green Hiring predicted Innovative Work Behaviour ($r = 0.230$), which is consistent with previous research. Green Hiring and Innovative Work Practices, then, are moving in the same direction and for the better. Employees' Innovative Work Behaviour will grow by 8.7% if they receive one more unit of Green Hiring. Employees' Innovative Work Behaviour will improve, according to the study, if managers can use green employer branding to attract green employees.

Relationship between green training and employee work innovative behaviour

The findings also indicate that Green Training predicted Innovative Work Behaviour ($r = 0.662$), which is consistent with previous research. Green Training and Innovative Work Practices, then, are moving in the same direction and for the better. Employees' Innovative Work Behaviour will grow by 43% if they receive one more unit of Green Training. Employees' Innovative Work Behaviour will improve, according to the study, if managers can create environmental management training programs that boost environmental knowledge, skills, and competence.

Relationship between green compensation and employee innovative behaviour

Given that both outcome variables were statistically significant, the model summary findings for both regression equations were statistically significant. The explanatory variable (Green Compensation) explains a 5.5% variation in Innovative Work Behaviour with Green Compensation, which has an R-square value of 0.055. For the model, a P-value of less than 0.05 means at least one of the hypotheses is supported.

The findings also indicate that Green Compensation predicted Innovative Work Behaviour ($r = 0.114$), which is consistent with previous research. Green Hiring and Innovative Work Practices, then, are moving in the same direction and for the better. Employees' Innovative Work Behaviour will grow by 11.4% if they receive one more unit of Green Compensation. Employees' Innovative Work Behaviour will improve, according to the study, if there are financial or tax incentives (car loans, use of less polluting cars) in the organisation.

Discussion

Green hiring

Employees' Innovative Work Behaviour will improve, according to the study, if managers can use green employer branding to attract green employees. Green job descriptions with environmental components are increasingly being incorporated in the recruiting strategy for employees. Green recruiting is the process of hiring people who have the knowledge, skills, attitudes, and habits that align with an organisation's environmental management systems. Recruitment methods may promote good environmental management, according to Syamsululhuda *et al.* (2018), by ensuring that new entrants are familiar with an organisation's environmental culture and capable of upholding its environmental principles. Companies may recruit and hire people who are committed to environmental concerns, which can aid in employee innovation (Yusuf, Nejat, Koo, & Amin, 2020). In GRBM techniques, green recruiting and selection have been seen as a critical component (Jackson *et al.*, 2011; Ahmad, 2013). Green recruitment and selection may be characterised in three aspects: green employer branding, candidate green awareness, and green criteria to attract applicants, according to prior studies (Renwick *et al.*, 2013). First, applicants' green awareness is a fundamental component of green recruitment and selection, and it includes personality traits like green consciousness, conscientiousness, and agreeableness, as well as innovative work behaviour that help organisations to accomplish their environmental goals

De Spieghe, Van Gyes, De Witte, Naeen, and Van Hooteem (2014), Koedok *et al.* (2018), Machuri, McLarry, Nkhonk, and Pham (2020). Environmentally valuable employees are found to actively improve their environmental knowledge during the operational process, which improves their firm's environmental performance and inventiveness (Morgan & Rayner, 2019). Firms should thus use a variety of tests to attract and select individuals with green consciousness, ensuring that all workers are enthusiastic about environmental problems (Shah, 2019).

Green training

Employees' Innovative Work Behaviour will improve, according to the study, if managers can create environmental management training programs that boost environmental knowledge, skills, and competence. Individual learning is simply a starting point for creativity; it does not, by itself, enhance idea development (Albrecht *et al.*, 2013). Employee creativity is improved through interpersonal training because mutual learning opens up new combinations of knowledge inside a firm (Ahmed *et al.*, 2018). It is especially important at the idea generation stage of the inventive process. Furthermore, horizontal communication fosters a feedback culture, which improves the chances of successful innovation implementation throughout the implementation stage. Organisational learning tends to follow the same logic as information sharing through, for example, IT systems or established information-sharing mechanisms that encourage flexibility, experimenting, and feedback—all of which are important elements in the idea generation and implementation phases of innovative behaviour (Kianto *et al.*, 2017). To sum up, when task-specific training (which enables creative behaviour) is paired with general staff development, training and development improve inventive behaviour (stimulate innovative behaviour). However, it is critical to urge employees to attend training because they are typically preoccupied with their daily tasks and overlook the importance of personal growth (Do & Shipton, 2019; Jung *et al.*, 2012).

Green incentives

Employees' Innovative Work Behaviour will improve, according to the study, if there are financial or tax incentives (car loans, use of less polluting cars) in the organisation. Workers who are not inherently motivated to participate in innovative work behaviour and see it as an extra-role behaviour, on the other hand, will expect to be compensated for their extra effort. Zhang and Begley (2011) demonstrated that, when businesses utilized pay systems to communicate to their workers that extra-role actions such as innovative work behaviour, were acknowledged and appreciated, the employees involved regarded their participation in innovative work behaviour as valuable. Workers, according to Hyland and Jespersen (2014), want a clear signal before engaging in creative work behaviour because they perceive it as a hazardous activity that "must be rewarded and compensated for by the system." As a result, HR policies that reward employees with money are supposed to motivate them to innovate (Fernandez & Makhadmeh, 2012). Compensation positively impacts creative work behaviour, according to the concept underlying social exchange theory, since employees who believe their efforts are being appropriately compensated feel obligated to pay back with discretionary extra-role efforts, including innovative work behaviour (Jansen (2001), Bakker and Van Der Hout (2007). A sense of duty to give the employer with unique information and insight, as well as incentive recommendations for development, may arise as a result of perceptions of the organisation's remuneration package (Srivastava, Bhargava, Van der Heijden, & Farrell, 2017). Indeed, research findings demonstrate that a compensation system may have a substantial influence on creative behaviour (Standers *et al.*, 2018; Hyland & Jespersen, 2014; Zhang & Begley, 2011), both as a tool to encourage it and as a tool to deter other behaviours by solely rewarding inventive activities (Alsay, Walid, Jussaf, & Karwal, 2017).

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Limitations and future directions

The study was limited to only Kothu Bui Teaching Hospital. Because of this, the findings cannot be generalized and can only be situated with KBTH. In addition, the study focused on only three measures of the GHRM practices, which predicted a maximum of 11.4% of innovative work behaviour. Taking these into consideration, the study suggests that future studies should focus on replicating this very research among other teaching hospitals in other regions of Ghana. Other studies in the future should also include other measures of the GHRM practices such as performance management and employee relations. Apart from it, study controlled few demographic variables (Age, Gender, Marital status, Experience) that can also be taken into consideration in future studies.

Implications and conclusion

The findings of the study indicated that green training, green hiring, and green compensation predicted innovative work behaviour. This suggests that these green human resource practices can boost employee competency and motivation while also allowing them to participate in environmentally friendly activities. The study, therefore, recommends that organisations should:

Treat training investments like other financial investments

Green training positively predicted employee innovative work behaviours. Organisations must begin approaching their training efforts as if they were any other financial investments that they are considering to enhance their return on investment. Evaluating both the organisational and individual needs of employees, ensuring that training design, content, and delivery will result in the greatest possible uptake in light of the organisation's characteristics, and evaluating the results of the training to ensure that the training met or exceeded the organisation's expectations.

Hiring of employees with strong environmental sensibilities

Green hiring positively predicted employee innovative work behaviours. An organisation's green objectives and positive employee attitudes and behaviours may be achieved by hiring individuals with strong environmental sensibility and developing training programs to boost staff abilities for effectively conducting green tasks and increasing environmental cognition.

Designing effective reward criteria

Green compensation positively predicted employee innovative work behaviours. Accordingly, management should develop attractive compensation criteria that apply to all individuals to attract and keep green skilled personnel since most of them consider the compensation system to be a top priority when considering whether or not to work for a company.

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