

The impact of green human capital on employee innovation behavior: An analytical study on a sample of workers in the Directorate of Agriculture of Diwaniyah

Basim Abbas Kraidy Jassmy

Rabab Ibrahim Kadhim

Al-Qadisiyah University - College of Administration and Economics

Corresponding Author: Rabab Ibrahim Kadhim

Abstract : The current research aims at the extent to which contemporary organizations can develop the innovative behavior of their employees through its three dimensions (idea generation, idea promotion, and idea implementation) by possessing and developing green human capital through its two dimensions (strategic value, and uniqueness of human capital). The current research problem stems from the following question: What is the extent to which green human capital is employed and invested in the organizations under study to support the innovative behavior of employees?

The workers in the Diwaniyah Agriculture Directorate represented the research community, and their number was (150) workers. The questionnaire was used to collect data from the research sample, consisting of (127) questionnaires valid for statistical analysis. A set of statistical methods were used, including the moderation test of the withdrawn data ((Kol-Smi), path analysis, and multiple linear regression to analyze the data and extract the results using statistical programs, including (SPSS vr.24; AMOS vr.24). The study came out with a set of recommendations. The most important was the need for the researched sample to build a knowledge base encouraging workers to present the best creative ideas to develop the organization's performance.

Keywords: green human capital, strategic value, uniqueness, innovation behavior.

Introduction: Contemporary organizations face many challenges that threaten their success, represented by the social and economic changes resulting from the emergence of globalization, the open market, and technological development, which requires their leaders to move towards adopting new mechanisms in caring for the innovative behavior of workers, which revolves around allowing them to generate and promote innovative ideas. And its implementation is to confront environmental changes that are difficult to predict, by focusing on providing green human capital, which contributes to providing strategic value and uniqueness for human capital through the acquisition of high-level creative capabilities. From this point of view, the focus has been placed on workers at various administrative levels in the Diwaniyah Agriculture Department, as it is one of the crucial areas through which the development of human resources can be achieved, and therefore this organization is keen to preserve its members and does not want to lose them, which necessitates taking necessary developmental measures By organizations to face potential failures in their various activities. From this point of view, the research had four sections, the first section included the research methodology. In contrast, the second included the theoretical framework of the research, the third included the practical field side, and the fourth section included a set of conclusions and recommendations that the research reached.

Section One: Research Methodology:

1. **The research problem:** The intellectual debate lies in the employment and investment of green human capital in supporting employee innovation behavior, which prompted the researchers to raise a set of questions to be an introduction to the research problem, according to the following context:

A- Do the departments in the researched organization have an idea about green human capital, the nature of its components, and the level of its field application?

b- What is the level of describing work behaviors as creativity in the researched organization?

C - Is there a clear perception among the departments in the researched organization about employee innovation behavior and the level of its availability in the researched organization?

D - Can the components of green human capital be employed in promoting the practice of employee innovation behavior?

2. The importance of research:

A- Show the concept of green human capital and its importance, then present its main components.

B- Clarifying the concept of innovative employee behavior and its importance to contemporary organizations.

C- Determining the mechanisms that the organization subject to research can use in employing green human capital, and the extent of its impact on the employee's innovative behavior.

3. Research objectives:

A- Clarifying the features and foundations of green human capital and their suitability with the researched organization.

b- Disclosure of the nature of the relationship between green human capital and employee innovation behavior.

T - Testing the effect relationship between green human capital and the innovation behavior of the employees of the researched organization.

4. Research variables: This model includes the main variables:

A- The independent variable: It includes green human capital, and it includes two dimensions (the strategic value and uniqueness of human capital) by adopting the scale (Huang,2011).

B - The dependent variable: It is represented in the innovation behavior of the workers, three-dimensional (idea generation, idea promotion, and idea implementation) through the adoption of (Janssen,2000) scale.

5. Research hypotheses: In order to achieve the objectives of the study and test its hypothetical scheme, the study relied on a main hypothesis and a set of sub-hypotheses as follows:

- The main hypothesis: There is a statistically significant effect of the dimensions of the green human capital variable on employee innovation behavior. Several sub-hypotheses branch out from it:

- The first sub-hypothesis: There is a statistically significant effect of the strategic value dimension of human capital on employee innovation behavior.

- The second sub-hypothesis: There is a statistically significant effect of the individualization dimension of human capital on employee innovation behavior.

6. The hypothetical outline of the research:

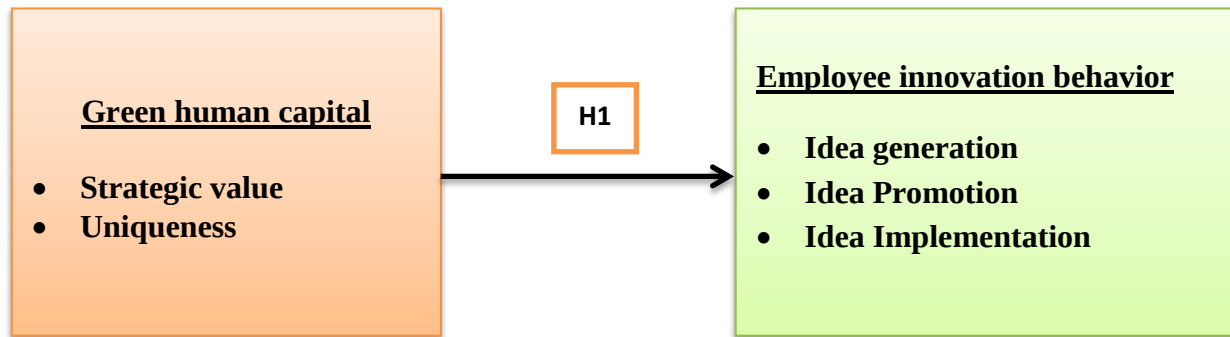


Figure (1) The hypothetical scheme of the research

Source: Prepared by the two researchers

7. Research community and sample: The study population included the Directorate of Agriculture of Diwaniyah, while the study sample consisted of the workers in this directorate, who numbered (150) workers. Accordingly, (130) questionnaires were distributed, and (127) questionnaires were retrieved, of which (4) were invalid. This means that the number of questionnaires valid for analysis amounted to (123) questionnaires valid for statistical analysis.

Section Two: Theoretical Framework:

First: green human capital(GHC):

1. Concept: The researchers have presented many definitions of the concept of green human capital. The set of definitions can be clarified in Table (1), depending on the researchers' viewpoints and intellectual premises:

Table (1) definition of the concept of green human capital

NO.	Researcher's name & year	Definition
.1	Lepak & Snell,2002:517	A stock of workers' knowledge, capabilities, skills, attitudes, and commitments that are of strategic value in order to implement the organization's environmental strategy by improving effectiveness and efficiency within the organization, and unique to become the organization's human capital and not be acquired in the open labor market.
.2	Chen,2008:531	Knowledge, capabilities, experiences, understanding, challenges, vision, commitment, and skills of individuals in relation to environmental safety and dealing properly with environmental events and issues.
.3	Huang,2011:12	The unique and strategically valuable knowledge, skills, abilities, attitudes, and commitments of green organizations exert a positive impact on the environment.

.4	Chang & Chen,2012:74	The total stock of all intangible assets, knowledge, capabilities, relationships, etc. about environmental protection or green innovation, implicitly held by workers.
.5	Jiang et al.,2019:156	An important strategic resource for an organization that wants to achieve sustainable competitive advantage.
.6	Jirakraisiri et al.,2021:43	The sum of workers' attitudes, knowledge, skills, abilities, experience, attitudes, creativity, innovation, and commitment with regard to protecting and preserving the environment, and creating environmentally friendly innovation.
.7	Ali et al.,2021:868	One of the types of human capital associated with the environment is interpreted as the use of workers' assets of knowledge, experience, skills, and abilities towards creating a sustainable environment and reaching the desired goals.

Source: prepared by the researchers based on the sources mentioned in the table.

Therefore, the researchers believe that green human capital reflects all the experiences, skills, and knowledge that individuals in the organization have, resulting from intelligence and creativity, which is investing in their capabilities in order to obtain a sustainable competitive advantage and to deal better with environmental issues. An organization that cares about environmental management reduces waste and acquires a green touch in its products and services, which improves its image in society.

2. Importance:

The importance of green human capital is highlighted in that it works to complement and improve the prospects for sustainable development. As well as in the statement of the organization's performance and competitiveness, with fear of the possible negative association between sustainable practices and the financial performance of the organization. It is widely known that intangible resources improve the organization and give it competitive advantages. The competitive value of an organization is expressed in its human and vital capital. In the same context, realizing the importance of human capital is the organization's motivation to improve its own capabilities in environmental performance (Yadiati et al.,2019:261).

Organizations that participate in environmental management and green creativity can not only reduce waste production and increase productivity, but also impose relatively high prices for their green products and improve the image of organizations, and thus positively affect the culture of organizations in light of modern environmental trends, consumer awareness, and strict international regulations for environmental protection. (Birasnav,2011:5). It also helps to achieve success and distinction in addition to improving the performance of the organization (Ali et al.,2021:869), and promoting green creativity (Song et al.,2020:951).

3. Dimensions: It is noted from the foregoing that most of the studies - to the extent of the researcher's knowledge - have had green human capital as a sub-variable of intellectual capital or as a main variable, but it is one-dimensional, except in two studies in which it was two-dimensional (strategic value, excellence), which was adopted by the researcher because it is more comprehensive than other studies in this variable, and the most number of paragraphs that almost accommodate the main variable and sub-variables as well as its novelty is a study (Huang, 2011: 67), which was originally designed by (Lepak & Snell, 2002) for the purpose of measuring capital The green human being through two dimensions: the strategic value, and the uniqueness of human capital.

According to the study of Lepak & Snell (2002), green human capital possesses two characteristics: the strategic value and uniqueness of human capital (Huang,2011:10):

a. The strategic value of human capital: It refers to its ability to improve the efficiency and effectiveness of the organization, exploit market opportunities, and/or neutralize potential threats, which lie in the possibility of contributing to achieving competitive advantage or core environmental capabilities. Theorists such as (Barney,1991;Quinn,1992) point out that as the strategic value of human capital increases, so does the likelihood that an organization will employ it internally.

b- The uniqueness of human capital: refers to the degree to which capital is specialized and scarce, and is more specific to the activity of the organization. It depends on its scarcity (scarcity of human capital) in the labor market and the degree of difficulty of competitors replicating or imitating it. Human capital (which is not imitable and cannot be easily replaced by competitors) provides a potential source of competitive advantage. The theory (transaction costs) indicates that the human capital of the organization increases the asymmetry of information, and thus creates strong economic incentives to employ it internally. As the human capital theory assumes that the organization is more likely to invest in education, training, and development in order to develop skills when they are not transferable, and this is from the fact that human capital has become an asset through the dissemination of workers of their specific knowledge

to create economic value for organizations (Chen & Lin,2003). The development of outstanding human capital often depends on the career path, which may require tacit knowledge generated in the workplace.

Second: employee innovation behavior :

1. Concept: Some definitions related to the concept of employee innovation behavior can be reviewed according to multiple viewpoints by researchers, according to the researcher's point of view or the approach he relies on in defining employee innovation behavior, as in table (2).

Table (2) the concept of employee innovation behavior

NO.	Researcher's name & year	Definition
.1	Farr & Ford,1990:17	Individual behavior aimed at achieving the intended initiation and introduction (within a business, group, or organization role) of new and useful ideas, processes, or procedures.
.2	Åmo & Kolvereid,2005:7	Ability to work to create new products and find new markets and processes.
.3	De Jong & Den Hartog,2010:23	Behavior involves exploring new opportunities or ideas and is the form of implementing new ideas, applying new knowledge, and achieving increased personal and organizational performance.
.4	Turgut & Beğenirbaş,2013:101	A process for creating new problem-solving applications that begin with defining the problem, finding solutions, and implementing organizational solutions.
.5	Bos-Nehles & Veenendaal,2019:2661	This behavior is the intended behavior of individuals to generate and implement new and valuable ideas for the benefit of the individual, group, or organization.
.6	Hoang,2022:3	A set of ideas and behaviors necessary to implement ideas and achieve improvements that improve the performance of individuals and companies.

Source: prepared by the researcher based on the sources mentioned in the table.

Therefore, the researchers believe that employee innovation behavior is an expression of the actions and/or behaviors performed by individuals from the organization, which are related to generating new ideas, and converting them into completely new products, processes, procedures, and work methods, or benefiting from what was previously there in a way that is considered new within the role of the job or the work unit. Or the group or the organization as a whole to achieve the benefit of those parties, and this means that individuals are the main pillar for achieving creativity in the organization, as creativity is produced by individuals, and implemented by individuals, for the benefit of individuals and the organization alike.

2. Importance: The importance of the creative behavior of employees lies in how individuals think away from traditional contexts while evoking all forms of calculated risk among the change processes and supporting them in order to achieve creative transformations in the organization's work environment. Thus, it actually translates unique and distinguished performance supported by activities and capabilities to achieve business. creative. The application of employee innovation behavior can also encourage the worker to develop his potential and also as a means of self-realization (Sinha et al.,2016:520). Innovation has changed the business model globally in recent years (Immelt et al.,2009:56). Therefore, applying creative behavior, requires the ability to benefit from the skills and abilities of members and depends on the quality of the existing business network (Yuniawan et al.,2017:53). The benefits of creativity can include both benefits of better performance for the organization, and social and psychological benefits for individual workers or groups, such as greater alignment between perceived work requirements and worker resources, increased job satisfaction, and improved interpersonal communication (West & Farr,1989:16). And that employee innovation behavior is of paramount importance to establish a competitive advantage in the business climate, which is characterized by constant volatility and unpredictability (Pasha et al.,2022:424). According to (Alheet et al.,2021:340), the goal of employee innovation behavior is to improve both the effectiveness and efficiency of the organization in general as well as its practices. employee innovation behavior is essential because workers are the main source of creativity in any organization; Creative employees will contribute to the overall success of the organization. In light of the importance of employee innovation behavior, the organization must encourage creative behavior in its human resources if it wants to thrive and survive in an increasingly competitive climate in the modern era.

3. Dimensions: This research relied on measuring employee innovation behavior on the study of (Janssen,2000), which in turn relied on the study of (Scott & Bruce,1994), as employee innovation behavior can be imagined as a

complex behavior consisting of a group of three different behavioral tasks(Janssen,2000:292) is generating ideas, promoting ideas, and implementing ideas. As individual creativity begins with generating ideas, that is, producing new and useful ideas in any field. Problems related to perceived work, contradictions, interruptions, and emerging trends are often the driving force toward generating new ideas. The next task of the innovation process is to promote ideas. That is, once a worker has created an idea, he must engage in the social activities of his friends and supporters surrounding the idea or build a coalition of supporters who provide the necessary power behind it. Whereas, the final task of the innovation process relates to the implementation of the idea by producing a prototype or model of creativity that can be tested and eventually applied within a business role, group, or organization as a whole. This was assessed through nine items based on the scale(Scott & Bruce,1994) of individual creative behavior in the workplace. Based on a study(Kanter,1988) on the stages of creativity, three paragraphs refer to idea generation, three paragraphs to promote the idea, and three paragraphs to implement the idea.

The third section: the practical side of the research:

This topic deals with the field aspect of the research variables, as it measures and interprets the dimensions and paragraphs of the study towards a sample of workers in the Directorate of Agriculture of Diwaniyah, as follows:

First: Coding the research variables: This paragraph is concerned with introducing the reader to the variables and paragraphs of the research by interpreting them with a set of symbols to facilitate the analysis process and reach accurate results. Table(3) explains the coding and characterization of the research variables.

Table (3) shows the coding and characterization of the research variables

Variables	Dimensions	Items	Code	
Green human capital	strategic value	6	SVCH	GHCH
	uniqueness of human capital	6	UNHC	
Employee innovation behavior	Idea generation	3	IG	EIB
	Idea promotion	3	IP	
	idea Implementation	3	IE	

Source: prepared by the two researchers.

Second: Data moderation test: It is noted from the results of table(4) that the responses of the sample studied towards the variables and dimensions of the study are distributed normally, which means that the sample studied is interested in improving the relationship between green human capital and employee innovation behavior, and this showed its response towards the measurement tool, meaning that it The results of the research can be generalized to the sample population.

Table (4) test of normality of the withdrawn data

Variables	Kol-Smi	Statistical parameter
Green human capital	1.247	0.089
Employee innovation behavior	1.083	0.191

Source: the output of the statistical program (SPSS vr.24).

Third: Testing the stability of the measurement tool: Table(5) shows that the measurement tool is characterized by relative stability, which means that the questionnaire tool is characterized by relative conditions and high consistency, as academic and administrative research requires, in particular, measuring the suitability of the measurement tool for the phenomenon that was developed for its measurement, to show this It is the stability of the paragraphs of green human capital by(0.879) and employee innovation behavior by (0.878).

Table (5) Cronbach alpha coefficients for the search variables

Variables	Dimensions	Items	stability coefficients	
green human capital	strategic value	6	0.810	0.879
	uniqueness of human capital	5	0.807	
Employees innovation behavior	Idea generation	3	0.802	0.878
	Idea promotion	3	0.850	
	idea Implementation	3	0.827	

Source: the output of the statistical program (SPSS vr.24).

Fourth: Diagnosis and description of research variables: The results of table(6) show that the highest arithmetic mean is represented in the green human capital variable by(3.71) and with a dispersion coefficient of (0.51), which means the Directorate's awareness of the importance of investing green human capital in improving the work reality of workers It has, and this came from the ability of managers to improve the strategic value by a mean(3.75) and a low standard deviation of(0.62). The variable of employee innovation behavior came second among the variables included in the study, with a mean of (3.61)& a standard deviation equal to(0.45) & a standard deviation of (0.61).

Table (6): The mean and standard deviations of the study items and variables

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
SVCH1	3.72	1.05	UNHC3	3.50	1.10	IP1	3.50	1.21
SVCH2	3.55	0.93	UNHC4	3.82	0.90	IP2	2.96	1.13
SVCH3	3.37	1.22	UNHC5	3.84	0.89	IP3	2.55	0.99
SVCH4	3.67	1.03	UNHC	3.75	0.62	IP	3.01	0.68
SVCH5	3.91	0.90	GHCH	3.71	0.51	IE1	4.21	0.81
SVCH6	3.85	0.98	IG1	4.21	0.82	IE2	3.77	0.94
SVCH	3.68	0.60	IG2	3.69	0.96	IE3	3.76	0.99
UNHC1	3.84	0.99	IG3	3.81	0.94	IE	3.92	0.61
UNHC2	3.75	1.00	IG	3.91	0.60	EIB	3.61	0.45

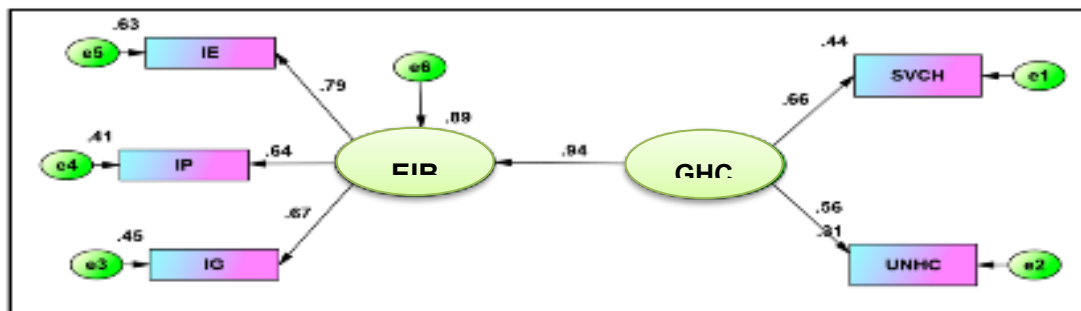
Source: the output of the statistical program (SPSS vr.24).

Fifth : Hypothesis testing

The main hypothesis: There is a statistically significant effect of the dimensions of the green human capital variable on employee innovation behavior.

The results of Table (8) and Figure (2) show that the more the sample studied the importance of caring for green human capital, the more employee innovation behavior will improve. In other words, increasing green human capital by one unit leads to an improvement of one standard weight of (0.943) with a value of Critical (52.389) and a standard error (0.018) in employee innovation behavior, which means that the studied sample realizes the importance of the impact of green human capital on employee innovation behavior by enabling workers to absorb their capabilities and employ them in a way that achieves the goals of the organization, as well as understanding the relationship between the responsibilities and tasks of members organization with other organizations.

Figure (2) Structural model of green human capital in employee innovation behavior



Source: prepared by the researchers based on the outputs of (AMOS.V.24).

The results of table(8) also indicate that green human capital contributes to explaining an amount of (0.890) of the variation in employee innovation behavior, while the remaining value is due to factors not included in the study.

Table (8) tests the hypothesis of the effect of green human capital on employee innovation behavior

Path	Standard rating	standard error	C.R.	Value R ²	Sig.
GCH → EIB	0.943	0.018	52.389	0.890	0.001

Source: prepared by the researchers based on the outputs of (AMOS.V.24).

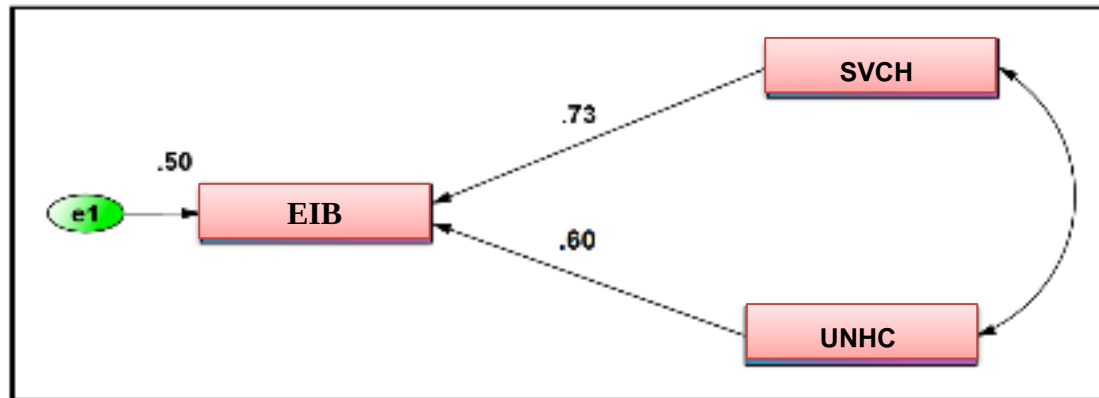
- The first sub-hypothesis: There is a statistically significant effect of the strategic value dimension of human capital on employee innovation behavior.

Figure(3) & table(9) show that the more workers in the Diwanayah Agriculture Directorate realize the importance of paying attention to the strategic value, the more employee innovation behavior will improve. In other words, increasing the strategic value by one unit leads to an improvement of one standard weight of(0.731)with a C.R.(11.422) & a standard error(0.064)in employee innovation behavior, which means that the Diwanayah Agriculture Directorate recognizes the importance of the impact of strategic value in employee innovation behavior that encourages workers to participate in providing innovations & new solutions to improve the value of the organization.

- The second sub-hypothesis: There is a statistically significant effect of the individualization dimension of human capital on employee innovation behavior.

As it is clear from the results of table(9), that the more the workers in the Directorate of Agriculture of Diwaniyah realize the importance of the uniqueness of human capital in creative behavior, the more this contributes to an improvement in the creative behavior of workers, which means that increasing the uniqueness of human capital by one standard weight contributes to improving its value (0.604) of the creative behavior of the workers. As it is clear from a figure(3). In addition, the results of table (9) also indicate that the dimensions of GCH contribute to explaining an amount of (0.504) of the variation in the EIB, while the remaining value is due to factors not included in the study.

Figure (3) The structural model of GCH dimensions in EIB



Source: prepared by the researchers based on the outputs of (AMOS.V.24).

Table (9) final results of the direct impact of the dimensions of GCH on the EIB

Path		Standard rating	standard error	C.R.	Value R ²	Sig.
SVCH	→	0.731	0.064	11.422	0.504	0.001
UNHC	→	0.604	0.061	9.902		0.001

Source: prepared by the researchers based on the outputs of (AMOS.V.24).

The fourth topic: conclusions and recommendations

First: Conclusions:

1. The sample studied is directed to invest efforts and sufficient time to communicate with the actors in order to identify problems and cooperate to address them.
2. The interest of the Diwaniyah Directorate of Agriculture is in improving the capabilities of its employees by paying attention to green human capital, creative behavior of employees, and developing organizational capabilities in order to improve its services.
3. Focusing the attention of the Diwaniyah Directorate of Agriculture on the use of modern techniques in transferring information and improving the current conditions that the organization and the country, in general, suffer from.
4. Providing the researched sample with a safe and sound work environment in order to ensure the achievement of an appropriate, supportive, and comfortable atmosphere for its employees.

Second: Recommendations:

1. Emphasizing the need for the Diwaniyah Directorate of Agriculture to build and develop the ideas of workers in order to develop its position among the organizations in the community in which it works.
 2. The Diwaniyah Agriculture Directorate should ensure that workers are given freedom and independence in investing and applying their skills and abilities in the workplace.
 3. The studied sample strengthened the mechanisms of rebuilding its organizational policies in order to reduce the gap between its departments and management.
- The need for the Diwaniyah Directorate of Agriculture to be keen on rewarding workers and empowering them with the aim of urging them to keep pace with development and improve their skills and experience in the workplace.
4. The sample, in the course of the research, should be keen on building a knowledge base that encourages workers to present the best creative ideas to develop the organization's performance.
 5. The need for the Diwaniyah Directorate of Agriculture to be keen on rewarding workers and empowering them with the aim of urging them to keep pace with development and improve their skills and experience in the workplace.

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