MIX: Jurnal Ilmiah Manajemen

Management *Scientific Journal*
ISSN (Online): 2460-5328, ISSN (Print): 2088-1231
https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix

The Effect of Green Motivation and Green Creativity on Performance: The Mediating Role of Green Innovation

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ABSTRACT

***Objectives**: The study's purpose is to examine the mediating role of green innovation on the influence of crucial green motivation and green creativity on product development performance in Traditional Herbal Medicine SMEs in Sukoharjo, Indonesia. In the context of increasing environmental awareness, green innovation is the key to creating friendly products that can maintain and improve the competitiveness of the SME industry.*
***Methodology**: This study obtained data by questionnaires distributed to 205 Traditional Herbal Medicine SMEs owners with continuous sampling techniques. Using Smart PLS 3.2.9 software, this study used the partial least square method and the bootstrapping test to conduct hypothesis testing of the variables in the research.*
***Finding**: The study's findings demonstrate that green drive and green creativity positively influence green innovation. Furthermore, green innovation has been demonstrated to modulate the impact of green motivation on product development performance. The study's results demonstrate that the green creativity variable does not significantly impact green motivation and green innovation is not established as a mediator between green creativity and product development performance.*
***Conclusion**: The study's findings indicate that organizations capable of integrating green innovation into their business strategy will be better equipped to confront future difficulties and contribute to environmental sustainability.*

***Keywords**: SME's; Green Innovation; Green Motivation; Green Creativity; Product Development Performance.*

Submitted: 22-10-2024	Revised: 17-03-2025	Accepted: 17-03-2025

Article Doi:
http://dx.doi.org/10.22441/jurnal_mix.2025.v15i1.020

p-ISSN: 2088-1231
e-ISSN: 2460-5328

INTRODUCTION

Nowadays, environmental sustainability is becoming an important topic to be discussed, even in business relations. This is related to the company's efforts to develop and encourage to use of green innovation techniques to increase corporate performance while also having a good environmental impact. The concept of green innovation is important in the context of globalization and public awareness of the need for environmentally friendly products (Li et al., 2020). In this case, green motivation and green creativity play a crucial role in creating more sustainable and environmentally friendly innovations. Previous studies have explained that companies that can integrate green innovation into their business strategies will be more competitive and have a competitive advantage, both in terms of corporate image and product development performance in the business market (Y.-S. Chen et al., 2016). So, this study will describe the mechanism of how green motivation, green creativity, and green innovation are crucial elements to a better understanding of company resilience and environmental sustainability.

Green motivation, which consists of intrinsic motivation and extrinsic motivation, drives individuals and companies to innovate with a focus on sustainability. Green intrinsic motivation is based on internal drives, such as concern for the environment, while green extrinsic motivation relates to external incentives, such as rewards, benefits, or recognition (Li et al., 2020). The types of motivation play an important role in increasing employee green creativity, through generating new ideas that encourage the creation of ecologically friendly products and processes (Adomako & Nguyen, 2023).

The Influence of Eco-Innovation on Sustainable Product Development Ecological innovation can enhance the company's performance. Adopting a proactive strategy towards green innovation enhances the probability of generating ecologically sustainable products and services (Adomako & Nguyen, 2023). In this case, green innovation not only acts as a tool to achieve environmental goals but also as a major driver of Product Development Performance and competitiveness in the market (Y.-S. Chen et al., 2016).

Traditional herbal medicine SMEs are one of the SMEs that have great potential to grow. Based on the website ukmindonesia.id (Wahyu, Dilla., 2024) states that more than 50% of people in Indonesia are traditional herbal medicine lovers. This is because herbal medicine is a healthy drink that is rich in spices and has a calming effect on the human body. Therefore, the traditional herbal medicine business is a potential business because it has a large market share. Furthermore, this opportunity not only increases business profits but can also be a means to help preserve cultural heritage and improve community welfare.

This study's purpose is to examine the impact of green motivation and green creativity on product development performance, incorporating green innovation as a mediating factor. Prior studies indicate that the impact of green motivation and green creativity on performance has demonstrated inconsistency. Several research has shown that green motivation and green inventiveness improve performance. However, other research found that green motivation and green creativity had little effect on performance. This study's results elucidate the impact of green motivation and green creativity on product performance, highlighting the mediating function of green innovation, particularly in an Indonesian context.

The convergence of green innovation, green motivation, and green creativity reveals a substantial study gap in comprehending their combined effect on product development

p-ISSN: 2088-1231
e-ISSN: 2460-5328

performance. Although current research has investigated these notions separately, the integrative linkages among them are still insufficiently examined, especially in the realm of product development. The reasons for green innovation are instrumental, relational, and moral and are recognized as crucial catalysts for green product innovation (Chang, 2018). The relationship between these goals and green creativity has not been adequately explored. Comprehending the impact of various forms of green motivation on creative processes in product creation may yield significant insights for firms seeking to improve their environmental performance.

Integrating organizational identity with ecological ideals may augment both motivation and creativity, resulting in enhanced product development performance. Nonetheless, empirical research examining these links across diverse sectors, especially in tourism and hospitality where sustainable practices are gaining prominence, is scarce (Bhutto et al., 2021). Therefore, this research attempts to highlight that environmentally friendly innovation is an important attribute of the product development process. Given the increasing awareness of the importance of participating in efforts to preserve the environment for the future, companies increasingly need to be able to adopt new styles of innovation and creativity as a form of social responsibility and to improve the company's positive image for all stakeholders (Y. Chen, 2011). However, research on green innovation and creativity is still rare, so further research is needed to obtain information on causal relationships and their implications for companies, especially SMEs in Indonesia as a developing country.

LITERATURE REVIEW

Green Motivation

In doing work everyone has different motivations (Amabile, 1997). Motivation consists of two parts, intrinsic motivation and extrinsic motivation. Employees who have strong intrinsic motivation will consider work as something interesting (Li et al., 2020). Furthermore, employees with high intrinsic motivation will be more open to undertaking skills development and therefore become more engaged in the Company (Li et al., 2020). Furthermore, intrinsic motivation also increases employee creativity so that employees consider the work they do as something interesting, fun, and challenging (Amabile, 1997). Previous research shows that green intrinsic motivation has a positive effect on creativity (Hur et al., 2018).

Furthermore, regarding green intrinsic motivation (Ulrich, 1997) produced a theory of motivation and creativity that involves tasks concerning the green environment to enhance employee creativity. If employees are interested in environmental issues, have a love and enthusiasm for the environment, and are interested in tasks and projects related to the environment, then green intrinsic motivation (GIM) can be leveraged to maximize job production (Li et al., 2020).

Furthermore, green extrinsic motivation is defined as green and pro-environmental behavior when there is an extrinsic reward (Deci et al., 2017). However, previous studies have shown that extrinsic motivation tends to reduce employee creativity due to excessive control in terms of rewards (Hughes et al., 2018).

Green Creativity

Creativity entails the process of discovering new and useful ideas produced by a person or group of people (Amabile, 1997). The result of creativity can be an idea regarding a new product,

p-ISSN: 2088-1231
e-ISSN: 2460-5328

service, process, or practice (Amabile, 1997).. The Creativity Component Theory states that all humans with normal capacity can produce at least creative work in several fields (Amabile, 1997). Creativity has four components: applicable individual talents, individual processes important to creativity, intrinsic task motivation, and the social environment in which the individual does the activity (Li et al., 2020). Creativity will increase if employees are willing to improve their knowledge, technical skills, talents, and expertise in certain fields related to the company (Fürst & Grin, 2018). Furthermore, the main principle of creativity is that employees will be more creative when they consider that the tasks they do are interesting and challenging (Amabile, 1997).

Green Innovation

Green innovation is a crucial part of the product development process for companies. Green innovation is defined as a product innovation activity that seeks to ensure that its products don't harm the health of consumers or the public in general (Adomako & Tran, 2022). Green innovation is also a collaboration between the company and stakeholders to be able to provide mutually beneficial and sustainable output (Bacq & Aguilera, 2022). The implementation of green innovation can enhance profits and establish competitive advantages for companies, including stakeholder satisfaction and an improved social image within the community (Zhu et al., 2019). Previous research shows that green innovation can encourage SMEs to increase Corporate Social Responsibility (CSR) to all stakeholders, both internal and external (Hadj, 2020).

Product Development Performance

In the industrial sector, the new product development process serves as both a link between the corporation and the market, as well as a component influencing business performance (Ayag *, 2005). To compete and obtain a competitive advantage, organizations must strategically manage all product development processes. If a corporation inadequately manages product development efforts, it will not only suffer a competitive disadvantage but will also encounter hazards in future business endeavors (Hur et al., 2018). Passivity in responding to market needs makes companies tend to ignore market needs. In the end, the company fails to seize opportunities in the dominant market. Therefore, companies need to respond quickly to boycott competition by behaving more creatively and innovatively while still paying attention to environmental sustainability (Adomako & Nguyen, 2023).

Hypothesis Development

Hypothesis 1**.** Green Motivation positively influences Product Development Performance.

Hypothesis 2. Green Creativity positively influences Product Development Performance.

Hypothesis 3. Green motivation positively influences green innovation.

Hypothesis 4. Green Creativity positively influences Green Innovation.

Hypothesis 5. Green Innovation positively influences Product Development Performance.

Hypothesis 6. Green Innovation mediates the influence of Green Motivation on Product Development Performance.

Hypothesis 7. Green Innovation mediates the influence of Green Creativity on Product Development Performance.

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Conceptual Model

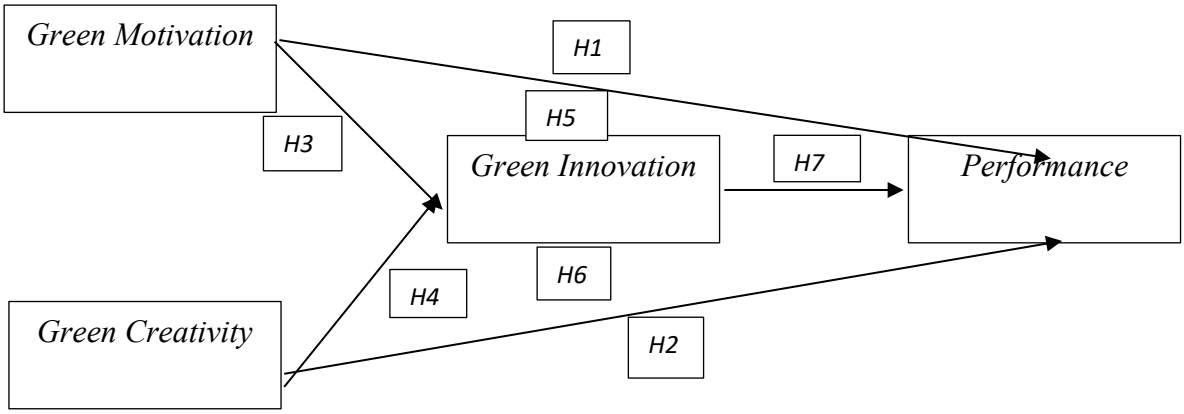

Figure 1 Conceptual Model
(Source: Development of a conceptual framework of (Adomako & Nguyen, 2023; Y.-S. Chen et al., 2016; Li et al., 2020)

METHOD

This study used a questionnaire distributed to traditional herbal medicine producers in Sukoharjo Regency. This study used convenience sampling techniques. Convenience sampling refers to sampling based on the availability and ease of obtaining data. Respondents were informed of the study's objective and the confidentiality of their data; however, the data was exclusively utilized for research purposes. This study succeeded in obtaining 205 respondents. The number of respondents was determined according to Hair et al. (2005) which states that the number of respondents is at least 5 times the number of question items in the questionnaire. In this study, 20 questions were used.

Measurement

Green Motivation

Green Motivation was measured using a questionnaire from (Li et al., 2020) using a 5-point Likert scale. 5 question items were used to measure the variables.

Green Creativity

Green Creativity was measured using a questionnaire from (Y.-S. Chen et al., 2016) using a 5-point Likert scale. 6 question items were used to measure the variables.

Green Innovation

Green Innovation was measured using a questionnaire from (Y.-S. Chen et al., 2016) using a 5-point Likert scale**.** 5 question items were used to measure the variables.

Performance

Performance was measured using a questionnaire from (Y.-S. Chen et al., 2016) using a 5-point Likert scale**.** Using 4 questionair items.

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Respondent profile

This study was dominated by women as many as 175 people or 85% while male respondents were 30 people or 15%. Furthermore, the level of education was dominated by elementary school graduates as many as 94 people or 46%, no schooling as many as 4%, junior high school as many as 35%, high school as many as 14%, D-III 0%, and Bachelor's degree as many as 1%. Marital status is dominated by people with married status as many as 174 people or 85%. The profile of respondents in this study is presented in Table 1.

Table 1 Respondent Profile

Information	Frequency	Presentation
Gender		
Man	30	15%
Woman	175	85%
Total	205	100%
Marital status		
Married	174	85%
Not Married	5	2%
Divorce life	25	12%
Divorce by death	1	0%
Total	205	100%
Education		
No school	8	4%
Elementary School	94	46%
Junior High School	72	35%
Senior High School	28	14%
Diploma-III	1	0%
Bachelor	2	1%
Total	205	100%

RESULTS AND DISCUSSION

This study uses the partial least square technique, which enables simultaneous testing for numerous variables, to examine validity and reliability using Smart PLS 3.2.9. Indicators used in the study to describe the variables are measured as part of the validity testing process. The outer loading value presented in Table 2 is used in this study. If a variable's outer loading value is higher than 0.7, it is deemed valid. All variables in this study have not been deemed genuine since one indicator Green Innovation produces a result that is less than 0.7. Therefore, the GI7 indicator will disappear after additional readings.

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Table 2 Outer Loading Values

	Green Innovation	Performance	Green Creativity	Green Motivation
GC 1			0.895	
GC 2			0.918	
GC 3			0.862	
GC 4			0.882	
GC 5			0.851	
GC 6			0.869	
GI 1	0.705			
GI 2	0.752			
GI 3	0.766			
GI 4	0.847			
GI 5	0.881			
GI 6	0.814			
GI 7	**0.645**			
GM 1				0.867
GM 2				0.756
GM 3				0.868
GM 4				0.891
GM 5				0.904
P 1		0.786		
P 2		0.841		
P 3		0.878		
P 4		0.865		

Table 3 Outer Loading Values after Removing Outlier Data

	Green Innovation	Performance	Green Creativity	Green Motivation
GC 1			0.895	
GC 2			0.918	
GC 3			0.863	
GC 4			0.882	
GC 5			0.851	
GC 6			0.869	
GI 1	0.721			
GI 2	0.765			
GI 3	0.758			
GI 4	0.850			
GI 5	0.887			
GI 6	0.813			
GM 1				0.867
GM 2				0.754
GM 3				0.867
GM 4				0.891
GM 5				0.904
P 1		0.786		
P 2		0.843		
P 3		0.877		
P 4		0.864		

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In this study, all variables have been declared valid because all indicators have outer loading values of more than 0.7.

Table 4 Cronbach Alpha Value

	Cronbach's Alpha
Green Innovation	0.887
Performance	0.864
Green Creativity	0.942
Green Motivation	0.914

Table 5 Composite Reliability Values

	Composite Reliability
Green Innovation	0.914
Performance	0.908
Green Creativity	0.954
Green Motivation	0.933

This investigation employs a reliability assessment utilizing Cronbach Alpha and Composite Reliability metrics. Reliability testing is carried out to ensure whether the measurements will show consistency in subsequent measurements. Reliability testing is assessed by considering the Composite Reliability and Cronbach Alpha values. Cronbach Alpha shows whether there is a positive correlation between variables or not. A variable is said to be reliable if it has a Composite Reliability value and a Cronbach Alpha value greater than 0.7. The results of the reliability test show that all values are declared reliable because they are greater than 0.7.

Table 6 Path Coefficient Direct Effect Values

	Original Sample	*Sample Mean*	*Standard Deviation*	*T Statistics*	*P Values*
Green Innovation -> Performance	0.340	0.338	0.080	4.272	**0.000**
Green Creativity -> Green Innovation	0.678	0.674	0.044	15.489	**0.000**
Green Creativity -> Performance	0.286	0.288	0.085	3.347	**0.001**
Green Motivation -> Green Innovation	-0.153	-0.144	0.068	2.241	**0.025**
Green Motivation -> Performance	0.125	0.127	0.074	1.691	**0.092**

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Table 7 Path Coefficient Indirect Effect Value

	Original Sample	*Sample Mean*	*Standard Deviation*	*T Statistics*	*P Values*
Green Creativity -> Green Innovation -> Performance	0.231	0.228	0.054	4,257	**0,000**
Green Motivation -> Green Innovation -> Performance	-0.052	-0.049	0.028	1,859	**0.064**

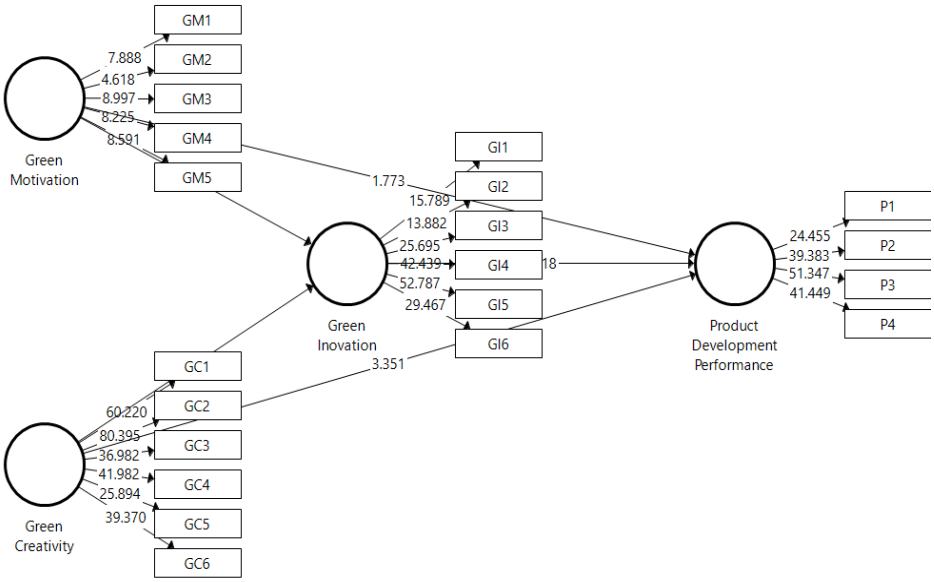

Figure 2 Bootstrapping Test Result

A bootstrapping test is employed in hypothesis testing to assess the significance of the relationship between the variables. Analyzing the parameter coefficient and statistical t value from the bootstrapping test results is the process of hypothesis testing. If the t-value is more than 1.96 and the p-value is less than 0.05, the hypothesis is accepted. Green Innovation positively impacts product development performance, as evidenced by a p-value of 0.00 <0.05 and a t-value of 4.272 > 1.96. These findings indicate that Green proactive innovation is strongly connected with performance. It signifies that the company's Product Development Performance will improve if it invests heavily in green innovation to succeed in the business. According to prior research, to preserve their market leadership, organizations must aggressively invest both financial and non-financial resources in sustainable innovation. Furthermore, businesses must be prepared to develop strategic strategies, modify work methods, conserve energy, and recycle important resources (Ioppolo et al., 2016).

Furthermore, H2 is also stated to be significant with a p-value of 0.00 <0.05 and a t-value of 15.489> 1.96 which indicates that Green Creativity has a positive effect on Green Innovation. In line with previous studies which state that green creativity affects green innovation (Li et al., 2020). When companies encourage a culture of creativity within the company, employees will view work as challenging and interesting, which makes employees more motivated to innovate in the process of developing environmentally friendly products that are good for consumers and society in general.

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e-ISSN: 2460-5328

Then, H3 is stated to be significant with a p-value of 0.01 <0.05 and a t-value of 3.347 > 1.96 which indicates that Green Creativity has a positive effect on Performance. This is in line with previous studies that state that green creativity is a critical component of new product success (Chang, 2018). This green creativity refers to corporate ideas that can result in better product development performance (Hunt & Morgan, 1995). In addition, an innovative and creative product development team can effectively meet customer needs and have better performance.

Furthermore, H4 is stated to be significant with a p-value of 0.01 <0.05 and a t-value of 3.347 > 1.96, indicating that Green Motivation has a negative effect on Green Innovation. In line with previous research which states that motivation, especially extrinsic motivation that depends on external rewards, will reduce employees' intrinsic interest (Selart et al., 2008). Furthermore, employee motivation to think and act creatively will decrease because creative work is regulated by external rewards (Hammond et al., 2011). Ultimately employees are motivated only to get external rewards in the form of money, bonuses, and so on.

Based on the measurement results, H5 is declared insignificant because it has a p-value of 0.092 > 0.05 and a t-value of 1.691. Therefore, green motivation is declared to have no significant influence on Product Development Performance. In situations where employees work to gain financial and non-financial benefits within the company, extrinsic motivation applies which is part of motivation, especially green motivation. Previous research suggests that when employees' creative work is regulated by external parties, their motivation can decrease (Hammond et al., 2011). They explain that intrinsic motivation to perform a task decreases the more it is controlled or regulated by rewards. A meta-analysis suggests that) found that when performance-dependent rewards control employees' desires, their creative behavior tends to decline (Byron & Khazanchi, 2012). This declining creative behavior will reduce the performance of new product development in a company.

The following are the measurement results of the indirect influence of variables in the study. This research examines the role of green innovation variables as mediators in the relationship between Green Motivation, Green Creativity, and Product Development Performance. H6 is identified as significant, indicating that Green Innovation mediates the effect of Green Motivation on Product Development Performance indicated by a p-value of 0.00 <0.05. This means that employees who have high motivation will tend to consider work challenging and interesting, so they are willing to generate innovative ideas for product development for the company. Green innovation serves as a mediator between Green Motivation and Product Development Performance.

In the meantime, it is noted that Green Innovation does not mediate the effect of Green Creativity on Product Development Performance, as evidenced by a p-value of 0.064, which is greater than 0.05. In contrast to earlier findings that indicated a connection between green creativity and product innovation performance, with the need for responsible innovation acting as a mediator. Therefore, creativity must focus on anticipatory and ethical processes to produce innovations that are under environmental goals and social needs, thereby increasing the performance of environmentally friendly innovations (Song et al., 2020). In the context of the study, namely, Traditional herbal medicine SME, mediation into green innovation is not significant due to the lack of knowledge resources to carry out more comprehensive innovations including product development that is not only innovative but also considers strategic efforts regarding the environment and social issues as a form of corporate social responsibility. This is

p-ISSN: 2088-1231
e-ISSN: 2460-5328

also related to the low level of education of Traditional herbal medicine SME owners in Sukoharjo.

CONCLUSION

In an era of increasing attention to environmental issues, green innovation has emerged as an important strategy for companies to improve performance while having a positive impact on the environment. This study emphasizes the significance of green innovation as a mediator linking green motivation and green creativity to performance, specifically within Traditional Herbal SMEs in Sukoharjo, Indonesia. The gap in existing studies arises from the inconsistencies in previous findings, indicating that the connection between environmental motivation and eco-friendly creativity concerning performance requires further elucidation, especially within the context of small and medium-sized enterprises in developing nations. This study proposes that (1) green motivation enhances Product Development Performance, (2) green creativity boosts performance, and (3) green innovation influences the relationship between green motivation and creativity on performance, all of which aim to offer new perspectives on creating sustainable business strategies.

LIMITATIONS AND SUGGESTIONS

This study has several limitations. First, this study uses a cross-sectional method that is less able to explain the causal relationship between variables in the long term, so further research is recommended to use a longitudinal study so that it can explain in depth the causal relationship of the influence between the variables studied in the long term. Furthermore, this study only uses closed-ended questions so that does not allow researchers to dig deeper into information from respondents. Future research can enable subsequent studies to incorporate open-ended questions that delve into respondents' answers concerning the variables examined. Furthermore, further research can add the impact of external factors, including regulatory pressures or market demands, on these relationships requires additional exploration.

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