Does Innovative Work Behavior Matter for Performance? Green Talent Management and Green Servant Leadership in the Healthcare Industry

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INFO	ABSTRACT
Article History Received: *2024-01-16* Revised: *2024-03-14* Accepted: *2024-04-02*	This study aims to analyze the influence of green talent management and green servant leadership on employee performance while also considering the mediating role of innovative work behavior and the moderating role of green servant leadership in the relationship between green talent management and innovative work behavior. It was carried out in the context of employees in the health industry in Bandung. This study utilized a quantitative approach with a causal explanation to test the hypotheses. The respondents were employees who worked in private hospitals in Bandung, with 190 sample sizes selected using purposive sampling. The data were collected and processed using structural equation modeling with the help of Smart PLS software. The results revealed that green talent management and green servant leadership influenced employees' innovative work behavior, leading to job performance. Moreover, green servant leadership could also strengthen the influence of green talent management on innovative work behavior. This study contributes to the understanding of the concept of environmentally-friendly business through innovative work behavior so it can improve work performance by adopting green practices, thereby reducing the damage caused by the organization. Furthermore, organizations must also consider that environmentally-friendly business practices are a concern and that a strong sensitivity must be instilled.
	Keywords: Green Talent Management; Green Servant Leadership; Innovative Work Behavior; Job Performance

INTRODUCTION

When technology and information have become a necessity and changed the way of running a business, employees are required to improve their performance by adapting to environmental changes. A company's efforts to achieve performance cannot be separated from the role of its resources. In many organizations, innovation is considered an intangible resource that can become an advantage when it is managed well. Thus, good work performance can be achieved (Al Wali et al., 2023). The success of the company, as stated by Al-Khatib et al. (2022) and Al Wali et al. (2023) can be determined by effective and efficient employee performance. Hence, companies need to look for several ways to achieve the predetermined organizational goals. Several researchers have emphasized the importance of employee performance as the main driver of an organization's success (Indripriarko & Aima, 2022; Ni et al., 2022; Sarıköse & Göktepe, 2022). Job performance refers to the extent to which employees can carry out their tasks to achieve predetermined organizational goals. It involves aspects such as commitment, initiative, and ability to innovate (Frare & Beuren, 2022).

To achieve this, Vuong (2023) stated that successful employee performance can be built if the company understands the factors supporting their performance. Leader character, the ability to manage talent, and innovative work behavior are several aspects that can be driven and managed to achieve better performance (Alyahya et al., 2023; Li et al., 2020).

In achieving organizational success through employee performance, the focus extends beyond internal dynamics to encompass broader societal challenges. Currently, the concerns about environmental pollution and climate change have catalyzed a collective effort among organizations to heighten their environmental responsibility (Crucke et al., 2022). It is also mirrored in the health industry in Indonesia (Al Wali et al., 2023) one of the fastest-developing industries in the country. Along with its growth, this industry has encountered many environmental problems, such as lack of medical waste management, massive consumption of energy and resources, use of single-use plastics, and lack of awareness of sustainable practices. To overcome these problems, employees must play a role in adopting environmentally-friendly business practices by implementing innovative work behavior.

It has also been mentioned by Crucke et al. (2022) that to meet and overcome environmental problems, organizations must renew themselves and be innovative, allowing them to adapt widely and improve organizational performance. The innovative work behavior of employees is associated with various aspects, such as talent development and leader support, subsequently producing good job performance. Innovative work behavior in health service can help address these challenges as it enables employees to actively embrace environmentally-friendly business practices. Defined as the implementation of novel ideas within the work scope (Alyahya et al., 2023), innovative work behavior holds promise in mitigating environmental challenges, along with enhancing individual, group, and even organizational performance.

As has been mentioned by Nguyen et al. (2023) and Zhu et al. (2022), employees involved in creative work can show good performance. Apart from that, other studies have also disclosed that innovative work behavior can increase the job performance expected by employees in accordance with the changing conditions (Khan et al., 2020; Korzilius et al., 2017; Riaz et al., 2018). However, despite this growing acknowledgment of the pivotal role of innovative work behavior, there remains a lack of literature exploring its nexus with employee performance, particularly within the healthcare sector. Moreover, the potential impact of human resource aspects, such as green talent management and the role of green servant leadership in fostering pro-environmental behavior among employees, in this context remains largely unexplored (Saeed et al., 2019).

Therefore, this study seeks to bridge this gap by investigating the relationship between green talent management, green servant leadership, innovative work behavior, and job performance among hospital employees in Bandung, West Java Province. Additionally, this study also aims to assess the moderating role of green servant leadership in the relationship between green talent management and innovative work behavior, as well as the mediating role of innovative work behavior in facilitating employee performance. This study not only contributes to theoretical advancements but also offers practical implications for organizations seeking to develop strategies to mediate environmental challenges and enhance organizational performance.

LITERATURE REVIEW

VRIO Theory

This study adopted a theory based on the framework of valuable, rare, inimitable, and organized value capture (VRIO). According to Ogbeibu et al. (2021), support for the organizations' internal human resource capabilities in determining resources can help them maintain a competitive advantage, and this is presented in the VRIO concept. Lin et al. (2012) asserted that the impact of tangible and intangible resources on performances in organizations can be explained by the VRIO concept. Tangible resources include buildings, land, and machinery, while intangible resources relate to intellectual capital, creativity, culture, and innovation. In addition, Nirino et al. (2022) also mentioned that individual behavioral values such as attitude, culture, initiative, and development are unique and not easy for other organizations to imitate. It is crucial as it can be a means to achieve organizational goals.

The use of the VRIO framework has produced many insights, and it can be related to the relevance of green talent management, leading to higher job performance and perseverance in the environment. The use of the VRIO framework can help organizations to increase competitive advantage and maximize profits. According to Lin et al. (2012), a growing body of research in human resource management has revealed that identifying corporate resources can achieve excellence for organizations. The VRIO framework can also be employed to identify the ability of organizational resources to achieve job performance. Moreover, Barney and Harrison (2020) suggested conducting further research by investigating how the organization's resources can encourage job performance by considering environmental aspects. Using the VRIO framework, the present study considers green talent management, green servant leadership, and innovative work behavior as the resources and capabilities that can be utilized by organizations to achieve higher performance.

Hypothesis Development

Green Talent Management, Innovative Work Behavior, and Job Performance

Green talent management, as defined by Gardas et al. (2019) is a humanistic aspect that actively supports and is committed to the development and retention of environmentally-friendly talent by raising commitment through effective communication and inclusiveness in the decision-making to give birth to initiatives to improve environmental sustainability. According to Odugbesan et al. (2023), green talent management refers to the strategic approach taken by an organization to provide employees with an understanding of environmental awareness and commitment to sustainability by integrating environmentally-friendly practices into talent management practices such as recruitment, training, and employee engagement. It aims to align organizational goals with environmentally-friendly practices, fostering a culture of sustainability (Gardas et al., 2019) and corporate social responsibility (Gim et al., 2022) to achieve better performance.

Moreover, Riaz et al. (2018) defined innovative behavior as the intentional generation, promotion, and realization of new ideas in a work role, group, or organization. In this regard, Korzilius et al. (2017) believed that employee work behavior is the foundation of every organization, which can play a key role in the company and increase competitiveness.

Innovative work behavior has been recognized by organizations as an intangible asset that provides the best ideas to keep the organization competitive (Khan et al., 2020). In his study, Odugbesan et al. (2023) mentioned that the values demonstrated in green talent management mostly have a positive effect on job satisfaction and commitment and can enhance employee work involvement toward innovative behavior. Thus, the first hypothesis was proposed as follows:

H1. Green talent management has a positive influence on innovative work behavior.

The presence of talent management practices in an organization is crucial in achieving organizational performance (Khan et al., 2020). Along with the rising awareness of environmental issues and degradation, talent management practices have been redirected to allow organizations to put their concerns toward the environment through green talent management. Torres et al. (2017) stated that talent management can encourage employees to display positive behavior at work and be more creative in presenting ideas. The concept and role of green talent management can encourage employees to perform better while also committing to environmental aspects. This is because green talent management incorporates environmentally sustainable practices and principles into talent management processes within an organization (Gardas et al., 2019). When this practice is integrated into the organization, it will create a positive, purpose-driven work environment that aligns with employees' values. This alignment can lead to higher levels of employee performance within the organization; thus, green talent management can be considered an essential resource that needs to be managed and controlled effectively and efficiently (Adeosun & Ohiani, 2020). Hence, the second hypothesis was proposed as follows:

H2. Green talent management has a positive effect on job performance.

Green Servant Leadership and Innovative Work Behavior

Green servant leadership, according to Alyahya et al. (2023) is a leadership style that sets an example, shows dedication to environmentally-friendly goals, has environmentally-friendly values, and supports employees to contribute to sustainable growth. Green servant leadership requires leaders to have green values (Yang et al., 2019), providing guidance on empowering employees to be sensitive to the environment as well as showing humility and concern to employees who behave innovatively. Apart from that, green servant leadership can also encourage organizations to create a creative environment for employees (Rayner & Morgan, 2018; Yong et al., 2020). Previous research has also indicated that green servant leadership can affect employees' innovative work behavior (Alyahya et al., 2023). It supports the idea that environmentally oriented leadership, such as green servant leadership, can encourage employees to engage in innovative behavior.

H3. Green servant leadership has a positive influence on innovative work behavior.

Furthermore Alyahya et al. (2023) asserted that differences in leadership styles in organizations can influence employee behavior at work. Previous studies have been conducted on various leadership styles, including despotic leadership(Iqbal et al., 2022; Zhou et al., 2021), green transformational leadership (Althnayan et al., 2022; Elshaer et al., 2022; Omarova & Jo, 2022), ethical leadership (Kim et al., 2019), as well as environmentally-friendly and inclusive leadership (Cho & Yoo, 2021). Various leadership

styles may have different impacts on employee behavior in the workplace. According to Gim et al. (2022), green talent management can encourage employees to behave innovatively, but this can be stimulated if there is support from leaders, especially those who have environmentally-friendly values. Employees often become innovative and present ideas in their work if they have support from their leaders. Moreover, the influence of green talent management on innovative work behavior can increase if it is encouraged by leaders who set an example and show support.

H4. Green servant leadership moderates the influence of green talent management on innovative work behavior.

Innovative Work Behavior and Job Performance

According to the VRIO framework, internal resources are the most essential assets for achieving superior business performance. In this theory, intangible resources such as intellectuality, behavior, and culture become competitive values that are difficult for competitors to imitate. As stated by Korzilius et al. (2017), innovative work behavior includes the initiation, creation, and use of new ideas to encourage the organization to achieve its goals. Al Wali et al. (2022) stated that innovative work behavior encompasses the initiation of the creation and use of new ideas that can support their work. Regarding job performance, Hussain et al. (2023) suggested that it can be reflected in the way employees perform a job. While behavior can be predicted based on expected results, innovative work behavior is considered one factor that can explain job performance. Previous studies have disclosed a positive correlation between innovative work behavior and job performance (Hussain et al., 2023; Riaz et al., 2018; Vuong, 2023). Employees who demonstrate innovative work behavior at their jobs tend to prioritize creativity in carrying out work and have more willingness to implement their ideas in the environment where they work. Prior studies have also confirmed that organizations will be more effective in achieving performance when management can motivate employees to be more innovative in completing their work.

H5. Innovative work behavior has an influence on job performance.

Innovative Work Behavior as Mediating Variable

As stated by Vuong (2023), innovative work behavior occurs when individuals implement ideas in the work environment. Hence, the most essential thing about innovative work behavior is how employees can look for creative ideas and apply them to their work. In this matter, Torres et al. (2017) mentioned that talent management is highly relevant in explaining innovative work behavior, and it also impacts job performance. Furthermore, in organizations directing their business activities toward the environment, the role of leaders becomes a driving factor in creating effective communication and good work culture, encouraging employees to develop innovative ideas. Thus, green servant leadership can provide an example to employees by instilling environmentally-friendly values in the organization, contributing to the behavior of employees who follow it (Vuong, 2023). In addition, green servant leadership requires providing environmentally-friendly values to employees, allowing them to have innovative behavior that can be implemented to support performance.

H6a. Innovative work behavior mediates the relationship between green talent management and job performance.

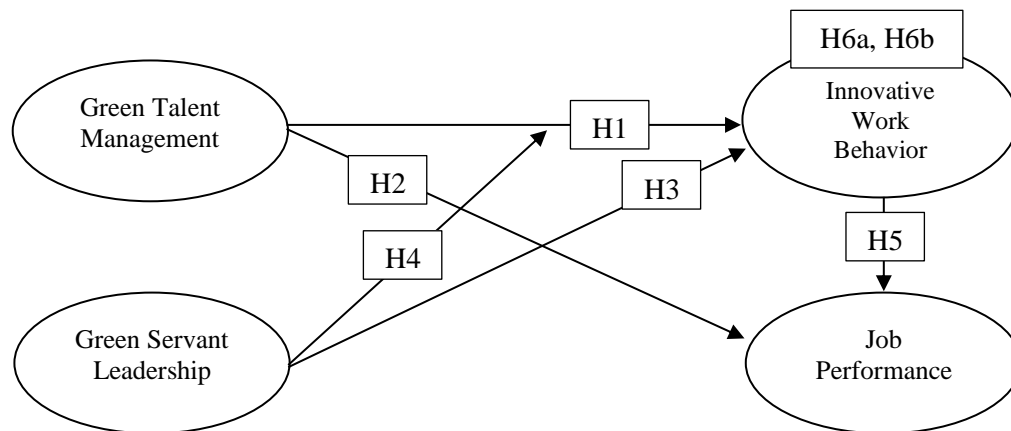*H6b. Innovative work behavior mediates the relationship between environmental servant leadership and job performance.*

Figure 1. Conceptual Framework

RESEARCH METHOD

This study utilized a quantitative design approach by collecting data through surveys and questionnaires. Questionnaire items were adapted from previous research and modified following the objectives of this research. The survey method allowed researchers to collect large amounts of data in a short time. Nurses working in private hospitals in Bandung, West Java, made up the population in this study. The sample was determined through purposive sampling with the criteria that the employees (nurses) have been working in the hospital for at least two years to ensure that they have experienced the leadership and given the green talent management practices. Thus, they could make an objective assessment based on their experience. The final sample size totaled 190 employees (nurses). A five-point Likert scale from strongly disagree to strongly agree was adopted in this study.

Variable Measurement

Green talent management was measured using seven items adopted from Ogbeibu, Senadjki, et al. (2021). Green servant leadership was assessed using seven items adopted from Ehrhart, (2004) and Vuong (2023). Meanwhile, innovative work behavior was analyzed using nine items adapted from Riaz et al. (2018). Finally, job performance was measured using five items adapted from Bouckenooghe et al. (2013). Subsequently, the data were analyzed using a structural equation modeling (SEM) approach via partial least squares (PLS-SEM) to determine the relationship between variables with the help of SmartPLS 3. According to (Hair et al., 2014), PLS-SEM is suitable when a study seeks to predict crucial target constructs or attempts to identify underlying driving constructs. PLS-SEM is also suitable for exploratory research or research that aims to extend existing structural theory.

RESULTS AND DISCUSSION

Most of the respondents involved in this study were men, reaching 54.2% or 103 people (Table 1). In the age category, the largest number of respondents, amounting to 30% or 57 people, were aged between 18 and 28 years. Furthermore, the education of respondents

was dominated by undergraduate education at 33.2% or 63 people, followed by senior high school at 28.9% or 55 people. Regarding working length, 57% or 108 respondents had worked for 5 to 8 years.

Table 1. Respondent Profile

Respondent	Total	Percentage
Gender		
Male	103	54.2%
Female	87	45.8%
Age		
18 – 28 years old	57	30.0%
29 – 39 years old	48	25.3%
40 – 50 years old	50	26.3%
> 55 years old	35	18.4%
Education		
Senior high school	55	28.9%
Diploma	37	19.5%
Bachelor	63	33.2%
Magister	25	13.2%
Doctoral	10	5.3%
Years of working		
3-5 years	51	27%
5-8 years	108	57%
8-12 years	19	10%
12-16 years	12	6%

Reliability and Validity of Measurement Models

Before evaluating the structural model, each measurement model was tested for reliability by Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) (Urbach & Ahlemann, 2010) and tested for convergent and discriminant validity (Fornell & Larcker, 1981). The cut-off value for Cronbach's Alpha and Composite Reliability was 0.7, while the cut-off value for AVE was 0.5 (Fornell & Larcker, 1981). Table 2 presents the results of the reliability test. The minimum results obtained were a Cronbach's Alpha of 0.832, a Composite Reliability of 0.881, and an AVE of 0.578. The resulting values meet the recommended requirements, indicating the reliability of the measurement model.

Discriminant validity was tested by comparing the square root value of AVE to the correlation value between constructs (Fornell & Larcker, 1981). Meanwhile, convergent validity was tested using factor loading values with a cut-off value of 0.7. Another alternative to test the validity of the measurement model is to test the Heterotrait-Monotrait correlation ratio (HTMT) with the requirement that it must have a value below 0.85 (Henseler et al., 2014). The concurrent validity values can be seen in Table 2, indicating that all values of factor loading exceed 0.7 with a minimum value of 0.702. In addition, Table 3 displays the results for discriminant validity and HTMT test values, showcasing that all meet the recommended requirements. Thus, the measurement model was valid for testing.

Table 2. Reliability and Validity of the Measurement Model

Variable	Items	Loading Factor	CA	CR	AVE
Green Talent Management	GTM1	0.721	0.899	0.920	0.622
	GTM2	0.750			
	GTM3	0.757			
	GTM4	0.808			
	GTM5	0.857			
	GTM6	0.797			
	GTM7	0.821			
Innovative Work Behavior	IWB1	0.771	0.917	0.931	0.602
	IWB2	0.743			
	IWB3	0.777			
	IWB4	0.825			
	IWB5	0.777			
	IWB6	0.783			
	IWB7	0.798			
	IWB8	0.766			
	IWB9	0.736			
Job Performance	JP1	0.702	0.832	0.881	0.598
	JP2	0.726			
	JP3	0.839			
	JP4	0.818			
	JP5	0.773			
Green Servant Leadership	SL1	0.795	0.879	0.905	0.578
	SL2	0.705			
	SL3	0.769			
	SL4	0.771			
	SL5	0.798			
	SL6	0.733			
	SL7	0.748			

Table 3. Discriminant Validity and HTMT

	Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)			
	SL	GTM	IWB	JP		SL	GTM	IWB
SL	**0.760**				SL			
GTM	0.673	**0.788**			GTM	0.735		
IWB	0.423	0.315	**0.776**		IWB	0.454	0.330	
JP	0.390	0.337	0.436	**0.773**	JP	0.439	0.372	0.488

Hypothesis Testing

The hypothesis testing was carried out using the bootstrapping function with 500 subsamples. Table 4 and Figure 1 exhibit the path coefficients, t-values, and p-values of all hypotheses.

Table 4. Results of Model Hypothesis Test

	Original Sample	Sample Mean	Std. Deviation	T-Statistics	P Values	Support
GTM → IWB (H1)	0.437	0.434	0. 125	3.493	0.000	Yes
GTM → JP (H2)	0. 221	0. 227	0.072	3.069	0.002	Yes
SL→ IWB (H3)	0.384	0.399	0.099	3.881	0.000	Yes
SL x GTM → IWB (H4)	0.425	0.419	0.052	8.154	0.000	Yes
IWB → JP (H5)	0.367	0.371	0.065	5.620	0.000	Yes
GTM → IWB → JP (H6a)	0.214	0.213	0.047	4.522	0.000	Yes
SL→ IWB → JP (H6b)	0.141	0.148	0.045	3.116	0.002	Yes

Based on the results shown in Table 4, it is known that green talent management (β = 0.221; t = 3.069; p-values = 0.002) has a positive and significant effect on job performance. Thus, H1 is accepted. Green talent management (β = 0.437; t = 3.493; p-values = 0.000) has a positive and significant effect on innovative work behavior. Thus, H2 is accepted. Green servant leadership (β = 0.384; t = 3.881; p-values = 0.000) has a positive and significant effect on innovative work behavior. Thus, H3 is accepted. Green servant leadership (β = 0.425; t = 8.154; p-values = 0.000) as a moderator variable has a positive and significant effect on the relationship between green talent management and innovative work behavior.
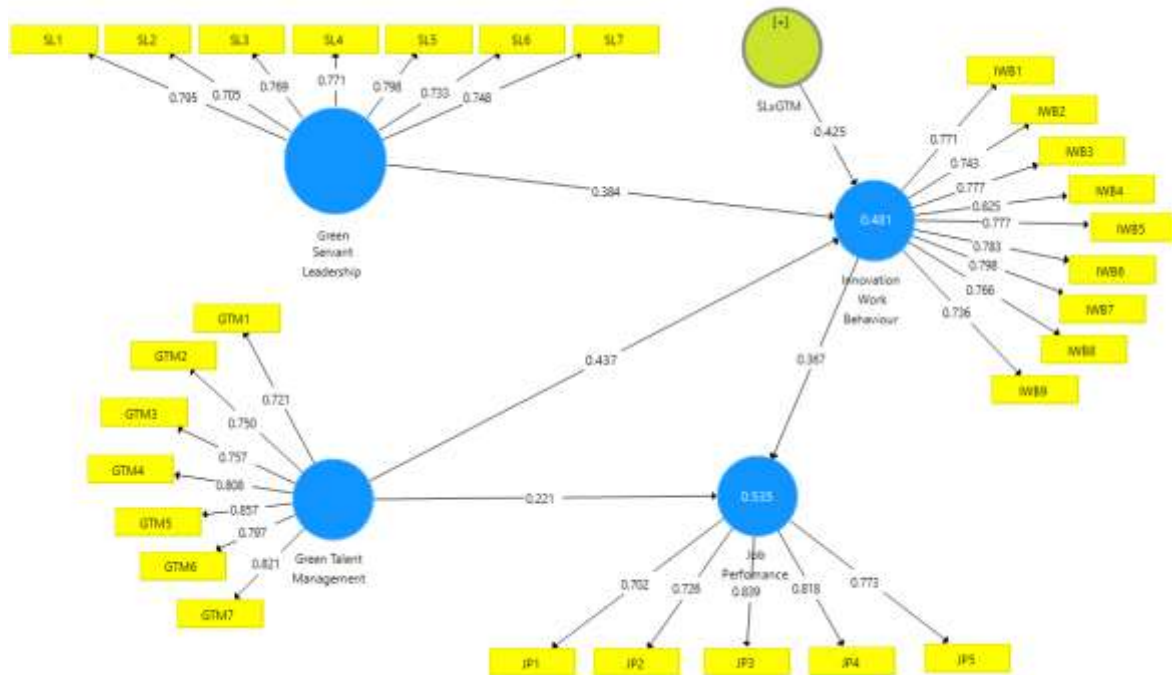

Figure 2. Structural Model

Figure 2 illustrates the moderation interaction, disclosing that green servant leadership can strengthen the relationship between green talent management and innovative work behavior. Thus, H4 is accepted. Innovative work behavior (β = 0.367; t = 5.620; p-values = 0.000) has a positive and significant effect on job performance.

Figure 3. The Moderating Effect of Green Servant Leadership

Thus, H5 is accepted. In the mediating effect, innovative work behavior ($\beta = 0.214$; $t = 4.522$; p-values $= 0.000$) as a mediator variable has a positive and significant effect on the relationship between innovative work behavior and job performance. Thus, H6a is accepted. Innovative work behavior ($\beta = 0.141$; $t = 3.116$; p-values $= 0.002$) as a mediator variable has a positive and significant effect on the relationship between green servant leadership and job performance (Figure 3). Thus, H6b is accepted.

Predictive Relevance (Q₂)

In assessing model quality, Hair et al. (2014) recommended utilizing PLS-SEM as a relevant measure of model predictions. Sattler et al. (2010) suggested a process for testing the predictive relevance (Q2) of a structural model. Based on tests conducted by Hair et al. (2014), when the cross-validated Q2 (redundancy measure) value is greater than 0, the predictive relevance of the model has been confirmed. Following this standard, Table 5 displays the cross-validation redundancy measure (Q2) for innovative work behavior and job performance, obtaining 0.104 and 0.132, demonstrating that the model has predictive relevance.

Table 5. Construct Cross Validation Redundancy

Endogenous Latent Variables	SSO	SSE	1-SSE/SSO
Innovative Work Behavior	1710.000	1532.070	0.104
Job Performance	950.000	824.293	0.132

Discussion

This study aims to understand the factors influencing job performance by looking at the role of green talent management, green servant leadership, and innovative work behavior in the context of employees in health industry companies. As is known, although the health industry has a crucial role, it is imperative to address environmental challenges such as the uncontrolled disposal of medical waste. In this regard, the concept of green talent management emerged as a strategic approach to foster environmentally responsible practices within healthcare organizations (Latif et al., 2020; Ogbeibu, Pereira, et al., 2021). To ensure the healthcare industry remains effective and responsible for the environment, employees must be able to participate in building a work environment oriented toward environmental aspects without polluting it. The findings of this study underscore the significance of green talent management, allowing organizations to shape the innovative work behavior of employees (H1 accepted). Latif et al. (2020) stated that innovative behavior is necessary for organizations to meet current and future business needs. In this study, innovative work behavior is considered as a generation that introduces new ideas within the scope of work with the aim of improving its performance. These results are in line with prior studies (Latif et al., 2020; Ogbeibu, Pereira, et al., 2021).

In addition, this study highlights the pivotal role of talent management strategies in enhancing employee performance. The existence of green talent management allows organizations to design an effective strategy by developing better processes and utilizing necessary resource skills and talents that are more environmentally-friendly to increase employee performance (Ogbeibu, Pereira, et al., 2021). Green talent management initiatives, such as training programs that focus on environmental awareness and skill development, can

equip employees with the knowledge and capabilities necessary to contribute effectively to their organizations and their orientation toward the environment (Gardas et al., 2019; Odugbesan et al., 2023). The adoption of green talent management practices within the private hospital can be viewed as an investment in human capital, yielding tangible benefits in terms of employee performance and organizational success. Thus, the second hypothesis is accepted (H2 is accepted).

Furthermore, this study sheds light on the influential role of green servant leadership in nurturing employees' innovative work behavior. The results revealed that in organizations, the role of leaders could dominate employee behavior, especially in shaping creativity. Green servant leadership requires leaders to set an example, show dedication to environmentally-friendly business practices, and have values that support employee behavior for creativity and innovation (H3 is accepted). This leadership approach emphasizes environmental stewardship and sets the tone for environmentally responsible practices within the organization. This leadership style allows leaders to lead by example, inspire creativity or innovation, and encourage employees to have an open mind, therefore encouraging them to engage in innovative work behavior. The leaders provide employees with the autonomy and resources necessary to pursue environmentally sustainable initiatives with their innovative work behavior (Alyahya et al., 2023; Yang et al., 2019).

This study also discovered that green servant leadership could moderate the relationship between green talent management and innovative work behavior. As stated by Crucke et al. (2022), leaders play a pivotal role in steering organizations toward environmentally-friendly practices. Organizations are currently facing environmental challenges, motivating them to implement initiatives to direct their business in an environmentally-friendly direction. Through their guidance and support, green servant leaders amplify the impact of green talent management on fostering innovative work behaviors among employees. This accepted hypothesis (H4) underscores the importance of leadership support in catalyzing environmentally conscious innovation within healthcare organizations.

Subsequently, the present study demonstrates the positive influence of innovative work behavior on job performance within the healthcare sector (H5 accepted). Innovation, characterized by the adoption of new ideas and approaches, serves as a catalyst for organizational growth and effectiveness (Torres et al., 2017; Vuong, 2023). It highlights the critical role of innovative behavior, as employees who engage in innovative behaviors demonstrate a willingness to explore new ideas, experiment with novel approaches, and contribute creative solutions to organizational challenges (Alyahya et al., 2023). Within the context of this study, innovative work behavior fosters continuous improvement and learning within the organization, leading to enhanced effectiveness and overall performance.

Finally, this study unveiled that when environmentally-friendly values adopted by employees contribute to improving performance, the organization could achieve good performance and have a value of excellence. Therefore, leaders must contribute to achieving environmentally-friendly performance. The results disclosed that leadership with an environmentally-friendly orientation and green talent management could influence employee behavior and impact employee performance (H6a, H6b accepted). By fostering a culture of environmental stewardship and integrating green talent management practices,

organizations can enhance employee performance and achieve sustainable success. This discovery underscores the interconnectedness between leadership orientation, talent management strategies, employee behaviors, and organizational outcomes in healthcare settings.

CONCLUSION

In conclusion, the findings of this study affirmed the acceptance of all hypotheses, indicating the significant predictive power of the variables examined in elucidating innovative work behavior and job performance among hospital employees in Bandung, Indonesia. Specifically, the results unveiled that green talent management positively influenced both innovative work behavior and job performance, while green servant leadership also positively influenced innovative work behavior. Furthermore, the moderating role of green servant leadership in the relationship between green talent management and innovative behavior was also supported. The mediating role of innovative work behavior on the relationship between green talent management and job performance, as well as green servant leadership and job performance, has also explained the mechanism through which these variables exerted their influence.

These results underscore the importance of cultivating environmentally conscious leadership and talent management practices within the healthcare sector, as they not only foster innovative work behavior but also enhance job performance. By integrating green initiatives into talent management and leadership strategies, hospitals could create a more sustainable and efficient work environment, ultimately leading to improved patient care outcomes and organizational success. For instance, implementing training programs on environmental sustainability and providing incentives for eco-friendly practices could empower healthcare professionals to contribute to broader environmental goals while fulfilling their professional responsibilities. The proven mediating role of innovative work behavior also signifies the importance of fostering a culture of innovation and creativity in the organization.

When this study provides valuable insights into the dynamics of green talent management, green servant leadership, innovative work behavior, and job performance in the context of hospital employees, certain limitations still need to be considered. First, this study utilized a non-probability sampling technique. It focuses on the private hospital sector, which may limit the generalizability of the findings. Future studies should employ diverse sampling methods and extend the investigation to encompass various industries to enhance the robustness and applicability of the results.

Furthermore, future scholars are also encouraged to explore additional variables such as employee creativity and green service innovation to enrich the understanding of the drivers of employee performance through leadership styles or work behavior. By exploring these areas, future studies can offer novel insights that contribute to the development of a more comprehensive model for job performance dynamics in diverse organizational contexts. In essence, this study serves as a foundational step toward advancing knowledge in organizational behavior and management, offering actionable insights for healthcare practitioners and policymakers. As the healthcare industry continues to evolve, embracing sustainable practices and fostering a culture of innovation will be imperative for ensuring

long-term organizational success and societal well-being. By aligning with sustainability initiatives and leveraging innovative approaches, healthcare organizations can enhance their operational efficiency as well as contribute to a healthier and more sustainable future for the communities they serve.

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